



Article

Organizational Climate and Productive Organizational Energy: Investigating The Mediating Role of Workplace Passion

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Abstract: The purpose of this study was to examine the mediating function that work passion plays in understanding the relationship between organizational atmosphere and productive organizational energy. The study was predicated on the theoretical premise that a supportive, just, and empowered work environment enhances employees' organizational energy by affecting their internal motives and sentiments, particularly their enthusiasm for their jobs. A descriptive analytical technique was used in the study, and standardized measuring tools for organizational climate, passion, and organizational energy were used to gather data from a sample of 53 employees at the Directorate of Nationality and Residency in the Babil Governorate. The findings demonstrated a statistically significant positive correlation between productive organizational energy and organizational atmosphere. Additionally, statistical analyses demonstrated a high-level mediating effect of work passion, validating its function as a psychological motivational mechanism that explains how employees' professional energy levels are influenced by the organizational environment. As an effective strategy for boosting sustainable organizational energy, the study came to several theoretical and practical conclusions, chief among them the necessity for organizations to concentrate on developing an engaging organizational climate that fosters the development of positive passion.

Citation: Obaied, A. H. Organization Climate and Productive Organizational Energy: Investigating the Mediating Role of Workplace Passion. American Journal of Economics and Business Management 2025, 8(7), 3267-3280.

Received: 03rd Feb 2025

Revised: 11th Mar 2025

Accepted: 24th Apr 2025

Published: 28th May 2025



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Keywords: Organizational climate, workplace passion, productive organizational energy

1. Introduction

Any organization's success depends on its employees' enthusiasm. High energy people are more creative, more productive, and positively affect other people. Everything seems to go more smoothly in an organization with a high level of energy. Employees encourage one another by consistently going above and above, which naturally benefits the company as well [1], [2]. Effectiveness and performance at work, both individually and collectively, are strongly correlated with organizational energy, or the force with which an organization functions. To get the most out of their staff and ensure that they are all motivated and enthusiastic about the company's objectives, how can leaders evaluate this energy and, if needed, replenish it?

The affective, cognitive, and behavioral underpinnings of organizational learning have been shown by earlier studies. Building on these concepts, we examine how organizational members' positive affective, cognitive, and behavioral resources might come together to form a higher-order resource (also known as productive organizational energy) that can improve learning capacities inside organizations. "The shared experience and manifestation of positive affect, cognitive arousal, and agentic behavior among unit

members" is what is meant by productive organizational energy [3]. Crucially, it is changeable since it can be affected by organizational elements including levels of autonomy and decision-making involvement, which has consequences for companies. Just as in an organism, where internal immune strengths and good psychological and physical condition can help overcome health problems, the prevalence of positive strategic potential in a firm, its internal strength, and the energy of employees may become decisive factors regarding its competitiveness. Accordingly, Borowik has pointed to the essential role that engagement plays in increasing productivity [4], [5], [6]. He described it as the expression of one's emotions, thoughts, and body at work. He asserts that the degree of identification with the task has a direct bearing on work engagement since identification encourages employees to put in more effort and participate. The affective, volitional, and cognitive domains of the involved person are all highly impacted by behavioral engagement. Positive feelings, self-actualization, and fulfillment are linked to work. According to Cole et al., in recent years, academic and practice-oriented literature has begun to focus on the topic of energy in organizations [7]. Accordingly, he characterizes energy as "the fuel that makes great organizations work" and as a renewable organizational resource that benefits employer organizations (e.g., through improved employee commitment and cooperation and coordination between units) as well as individuals (e.g., through improved task performance and well-being). According to Vogel & Bruch, organizational energy is a relatively young and developing field of study that describes the ability of a group of people (a department, team, or organization) to work together to achieve its objectives [8], [9], [10]. Numerous schools of thought have sparked scholarly interest in examining energy at the collective level of analysis, which refers to the organization, unit, or team. First of all, a large portion of the work that is done in organizations nowadays necessitates that people work together as a team, work unit, or the organization as a whole. Recognizing this change in emphasis (from individuals to higher-level entities) is the second step [11], [12], [13].

The environment or atmosphere that exists within an organization as a result of the attitudes, actions, and values of its management and employees is known as the organizational climate. It can characterize the overall tone or ambiance of a workplace, which has a big influence on worker motivation, job satisfaction, and output. Organizational atmosphere is frequently influenced by leadership styles, communication techniques, work-life balance, employee recognition, and organizational policies. It can have a major impact on the overall success of the company and can be either favorable or negative [14], [15], [16]. Because employee opinion on workplace safety and environment offers important insights into corporate climate, it is imperative to take this into account. It is possible to identify areas for development and build measures to foster a more positive environment within the organization by using the input that has been gathered.

Because it offers an appropriate framework for researching organizational behavior and permits the examination of both individual and collective behaviors, organizational climate is a crucial concept in the workplace and organizational environment. As a result, numerous empirical research have connected this concept to a variety of aspects, including workplace aggression, psychological well-being, absenteeism, job satisfaction, commitment, and psychosocial hazards [17], [18], [19]. According to Patterson et al, organizational climate is thought to have an impact on productivity through "cognitive and affective states" and "organizationally salient behaviors." Employee motivation and job satisfaction are the main components of the former [20]. Attachment behaviors (attendance and retention in the organization), role-determined behaviors (tasks performed by an individual in their organizational role), and citizenship behaviors (useful contributions that are not required) are the three categories of behavior that are thought to influence productivity. An organizational climate survey is the closest thing an organization can get to a profit and loss statement regarding how successfully the business is using its employees, according to Fauziah et al. The results of the survey will give the

company a very realistic view of its current situation. As a result, leaders will be better able to comprehend how their actions affect the environment they foster for their staff members as well as the environment they live in every day. It can be utilized as a leadership development tool for teams and business units as well as for individual leaders. It can be incorporated into executive coaching interventions or any individual training and development process. Employee motivation is impacted by organizational atmosphere, which in turn affects organizational performance. Most jobs have a disconnect between what workers must do to "succeed" and what they can do if they provide their best effort. It is believed that a supportive work environment will serve as the impetus for this voluntary work and dedication.

Working on projects you enjoy gives you energy and generates a positive feedback loop that increases output. Innovation can be stimulated by passion; an individual's enthusiasm for their profession energizes them, and vice versa, providing them with additional fuel to propel them to success. A more upbeat and cooperative work atmosphere may result from this. Because it fosters motivation, creativity, job satisfaction, resilience, and a healthy culture, passion is significant in the workplace. In the long run, it improves performance and gives the company a competitive edge, benefitting both individual workers and the entire business [21], [22].

According to , a variety of factors influence how much time and effort employees devote to their employment. Some might be workaholics, some might need the extra cash, and still others might desire to impress employers in order to increase their chances of getting promoted. Nonetheless, some employees put a lot of time and energy into their profession just because they enjoy it. But they all have one thing in common: their actions show some sort of investment in hard effort. To differentiate the idea from the repetitions, misunderstandings, and confusion related to employee engagement, suggests using the term employee work passion. By comprehending the elements that connect employees' experiences of their organizational work life to their consequent passion for work, the passion model also gives HRD experts the chance to better serve their workforce [23]. Compared to conventional employee engagement strategies, it has three advantages. First, organizational and job characteristics are taken into consideration when assessing employee passion for work. Second, an employee's identity-defining activities are part of their enthusiasm for their profession. Third, there is a hypothesis that explains how employee passion for their work develops. Passion at work, according to Chen et al, is the acknowledgment of aspects of the experience that transcend simple good affect. When someone enjoys, values, and devotes time and energy to an activity, they are said to be passionate about it. Crucially, an activity—like work—is seen as an integral component of one's identity and can become a source of enthusiasm. People's enthusiasm for a certain activity can vary depending on how they integrate it into who they are. When someone internalizes an activity on their own, they develop a harmonious enthusiasm that is internally motivated and generally balanced with other activities of daily life. Obsessive passion, on the other hand, arises when a controlled internalization of an activity occurs, and is typified by a feeling of pressure to participate in the action [24], [25].

Lastly, this study is broken down into four parts: The literature on the primary research variables and their sub-dimensions is reviewed in the first part. The chosen research methodology is presented in the second part. The results of this scientific study are described in the third section. Conclusions, debates, limitations, and future study directions are presented in the last part.

2. Materials and Methods

2.1. Literature Review: Definitions and Dimensions

We offer a succinct overview of the literature that we consulted in order to formulate our hypothesis in this section. We start with organizational atmosphere, which is the

foundation of self-evaluation. The dependent variable, productive organizational energy, and subjective passion at work are then discussed.

2.2. Organizational Climate

Schneider et al. describe organizational climate as the common understandings and significance of the rules, processes, and practices that employees encounter as well as the actions they see, are rewarded for, encouraged, and expected to take. Organizational climate can be defined as "the part of the institutional context that encompasses community members' attitudes, perceptions, behaviors, and expectations regarding issues of ethnicity, racial affiliation, and diversity," according to Stork. Perhaps this term better captures the context, atmosphere, and "feel" of the workplace than "environment." "The shared meaning that organizational members attach to the events, policies, practices, and procedures they experience and the behaviors they perceive as rewarded, supported, and expected" is how Powell et al. describe organizational climate. Researchers make a distinction between macro-organizational and molecular climates [26], [27]. Molecular ideas, which might include aspects like engagement, function, and stress, describe how much leadership contributes to great employee experiences. Dickson et al. contend that shared perceptions are a defining characteristic of organizational climates, forming an institutionalized normative system that directs members' behavior, even though certain aspects of climate, such as outcomes (e.g., climate for safety) or organizational processes (e.g., ethics and justice), can be conceptualized and measured. "Psychologically meaningful environmental descriptions that people can agree characterize the practices and procedures of a system" is how he defined organizational climate. Therefore, "shared perceptions of the way things are" rather than "shared judgments about the way things should be" are what constitute organizational environment [28], [29].

In addition to encouraging employees to give their best work, a positive organizational climate also helps the company build a stellar reputation that draws in top talent. All facets of the workplace, including employee relations and productivity, are significantly impacted by the traits and elements that comprise organizational climate. It has been challenging for scholars and experts to agree on a set of dimensions by which to assess organizational climate since it represents a collection of work environment characteristics that cannot be measured directly or indirectly. This is because organizational climate research is conducted in a variety of situations. Evaluation and recognition, goal alignment, role clarity, supportive leadership, participatory decision-making, professional progress, and professional contact are the seven elements of organizational climate, according to Neal et al. Well-being, quality, and integration are among the seven aspects of organizational climate that Dawson et al. identified [30]. Leadership, compensation, regulations, advancement, growth, performance evaluation, well-being, and communication are the eight components of organizational climate, according to Zhang & Liu. While Farooqui defined organizational climate as a construct with five components—workplace relationships, leadership characteristics, organizational system, role characteristics, and job characteristics—Arabaci described organizational climate with four dimensions: administrative support, employee-management relationships, organizational structure, and participation in decision-making. Organizational structure, leadership, employee involvement in decision-making, communication style, work nature, and technology are the six aspects of organizational climate that were highlighted by Moustafa and Gaber. Three primary components—participation in decision-making, organizational support, and organizational justice—represent the characteristics of organizational climate, according to research by Constantin et al. and Maidaniuc-Chirila & Constantin. Four elements of climate were recognized by: system coherence, clarity, and objectivity; facilitation and leader support; work challenges, diversity, and feedback; and the spirit of the profession, organization, and work groups. In turn, Barría-González et al. show that five fundamental dimensions—organizational trust, job stress, social support,

reward, and job satisfaction—can be used to quantify organizational climate. According to Shaheen et al, people's opinions on four factors—pay, job distribution, working conditions, and manager-employee relationships—determine the general atmosphere in businesses. In light of the aforementioned, we focused on three aspects of organizational environment in the current study: decision-making involvement, organizational support, and organizational justice. Because they align with the current study's setting, these dimensions are based on research by Constantin et al. and Maidaniuc-Chirila & Constantin. The extent to which people can have an impact on decisions pertaining to their jobs might be considered their level of participation in those decisions. While organizational justice is defined as an individual's perception of fairness in the organization and the responses that follow, organizational support is defined as the degree of support that an individual feels the organization provides to them and all employees in the workplace, in terms of appreciation for individual contributions to the organization and concern for individual well-being in the workplace. It is a three-pronged framework that includes human relations and interaction, norms and their enforcement, and reward and punishment.

2.3. Passion in the workplace

An individual who is passionate about their work develops a sense of integration with their employment, which helps them establish a unique identity inside the company. Work becomes fun when there is a positive relationship with the workplace. Employees are satisfied and motivated to give their best work in such a supportive environment. Passion is described by Pradhan et al as an intense emotion that one feels while engaging in an activity that holds significant importance for them personally. Philosophical literature has extensively explored the idea of passion. Nonetheless, this idea has been applied recently by industrial psychologists, who think it greatly enhances organizational effectiveness. Dual in nature, passion can be classified as either obsessive (a controlled immersion in an activity where the activity, in turn, controls the individual) or harmonious (a motivational force in which the activity is entirely under the individual's control). "Passion is a strong attraction toward an activity that defines one's identity, usually driven by the person's admiration or love for such activity," according to Lajom et al. Enthusiastic people voluntarily participate in and devote time and energy to engaging, identity-forming activities that they regard as extremely important and esteemed. Eventually, the action becomes a part of who they are, and those who are passionate about it take on labels that identify them as "doers" of that activity. According to Astakhova, passion is a deep involvement in a favorite activity that becomes ingrained in a person's identity [31]. A dualistic paradigm of passion that encompasses obsessive and harmonious passion has been developed and empirically supported by recent research. The degree to which the activity becomes ingrained in one's identity is the primary distinction between the two forms of passion. In particular, engaging activities can be absorbed either self-determined (managed) or non-self-determined (free-chosen). According to Gulyani & Bhatnagar, "passion" is the strong sense of drive and tenacious carrying out of plans associated with a particular action that entails the accomplishment of a self-purpose and values-aligned goal [32], [33]. Thus, obsessive and harmonious are two sub dimensions of passion that are included in the dualistic model of work passion. In contrast to obsessive passion, which occurs when people integrate work because of petty demands for group recognition or the desire to boost their self-esteem, harmonious passion is an autonomous process in which people voluntarily accept work as important without any external contingencies, such as social pressures, etc.

You may be creative in your work when you are passionate about it. When you are enthusiastic about your work, you are more likely to come up with better ideas and solutions. You may address difficulties with creativity, which makes your work more productive. Additionally, it promotes teamwork and idea sharing, which fosters a more

cooperative workplace. These abilities show that you have the capacity to lead and manage more responsibility. Pursuing ideas and seeking assistance from others to put them into action might help you become more creative. Numerous studies have shown that work-related passion is a construct made up of four main pillars: enjoyment of work, intrinsic motivation, self-identity, and a sense of learning. The most significant emotional factor in resource conservation both during and after employment is thought to be job satisfaction [34]. Emotional and cognitive assessments of the flow and happiness experienced at work lead to job satisfaction. Positive daily well-being is also linked to enjoying one's profession, which is favorably correlated with physical strength, emotional vitality, and cognitive vitality. The performance or action of an intention that propels people to fulfill particular goals is known as intrinsic motivation. The word motivation, which denotes movement, stimulation, or influence to move forward in order to fulfill a desire, is the root of the word. This activity starts with a psychological or physiological desire that drives people to act in a way that achieves the desired outcome [35]. A person's self-perception is shaped by their cultural associations, which make up their self-identity. It is a component of the self and reflects and shapes the roles people perform in a social setting. Because they are more engaged and passionate about their work, people with learning drive are able to perform at their highest level due to their desire to learn, strong learning orientation, and regular skill updating. It calls on people to be curious and to take advantage of chances to grow, learn, and create.

2.4. productive organizational energy

The idea of human resource energy in the workplace has gained more attention recently as research continuously shows that an engaged workforce is critical to the success of an enterprise. "The shared experience and demonstration of positive affect, cognitive activation, and effective behavior among members of a group in their joint pursuit of salient organizational goals" is how Schudy & Bruch define productive organizational energy. Although it starts at the individual level, it is embodied at a higher level of analysis (such as the organizational level) and is a communal phenomena, a quality of a common unit. Organizational energy is the collective experience and display of positive affect, cognitive arousal, and successful conduct among unit members in their joint pursuit of salient organizational goals, according to Cole et al. Moreover, it is seen as a complex concept that is composed of three elements: behavioral, cognitive, and emotional energy. These elements are all predicated on the collective views of workers in the company [36], [37]. In contrast to other organizational behavior constructs like employee engagement, organizational citizenship behavior, etc., which are all organizational behaviors that are usually measured at the individual or employee level, organizational energy has these shared and collective features. Organizational energy, according to Grobler & Grobler, is a renewable resource or factor that separates mediocre performance from exceptional performance. Employee motivation, teamwork, innovation, and competitive advantage are all fueled by this kind of energy. One way to characterize the influence of energy in an organization is as a strong, unseen force. Employee well-being is correlated with the quality (state) and intensity (amount) of positive energy, which inspires workers to give their best effort on jobs. Extend them efficiently and rapidly.

The strength of an organization, department, or team in achieving its objectives is referred to as organizational productive energy. Research looks at when and how human potential is mobilized by collective units. Individual productive energy in organizations has been the subject of numerous studies. All of these studies concur that the concept is very helpful in establishing the development of organizational capabilities [38]. Emotional energy, cognitive energy, and behavioral energy are its three pillars (dimensions). The collective positive sentiments, excitement, and motivation connected to an organization's objectives and missions are referred to as emotional energy. The ability to think proactively and productively about business operations and solutions is referred to as

cognitive energy. Conversely, behavioral energy describes the proactive group actions taken in support of the organization's common objectives.

2.5. Research hypotheses

Organizational climate is a critical component in improving organizational performance and productivity in today's contemporary work environments, as many organizations are now electronic. However, depending on the psychological and personal characteristics of each employee in the company, the effect of organizational climate on productive organizational energy differs. One of these elements that could affect the connection between organizational atmosphere and productive organizational energy is passion for one's work. The influence of organizational climate on the amount of energy produced by individuals within the organization can be either increased or decreased by passion. Therefore, the problem associated with the current research is predicated on the idea that employees of the Directorate of Nationality and Residency in Babil Governorate, when combined with their enthusiasm for their work, have positive perceptions of the organizational climate. This, in turn, can enhance their emotional, cognitive, and behavioral resources, which in turn can contribute to increased organizational energy at the overall level. The current study's four hypotheses can be developed based on the information above:

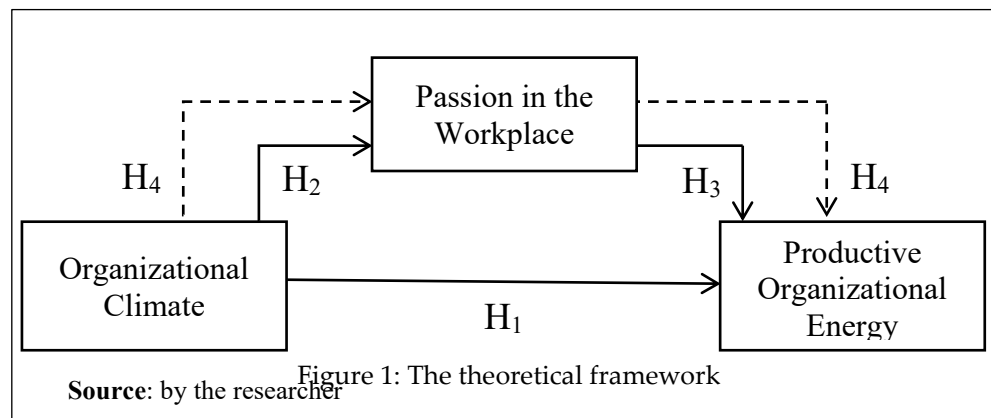
Hypothesis1: Organizational climate positively affects productive organizational energy.

Hypothesis2: Organizational climate positively affects workplace passion.

Hypothesis3: Workplace passion positively affects productive organizational energy.

Hypothesis4: The favorable association between organizational atmosphere and productive organizational energy is mediated by workplace passion.

These research assumptions served as the foundation for the theoretical model that is depicted in Figure 1.



3. Methodological framework

3.1. Study sample and data

A sample of workers performing the duties carried out by the Babil Governorate's Civil Status, Passports, and Residence Directorate was chosen. The questionnaire was created with the intention of gathering information about the research variables, and it was given to the staff in the form of sixty questionnaires. Out of the total number of replies from the desired sample, 53 were received, which is an 88% response rate. Table 1 contains specifics about the participants' demographic information.

Table 1: Participant description and demographic diagnosis

Demographics Variables	Categories	Frequency	%
Sex	Male	33	%62
	Female	20	%38
Personal Age	from 31 to 40 year	26	%49

	from 41 to 50 year	11	%21
	from 51 to 60 year	16	%30
Years of Service	from 5 to 10 year	21	%40
	from 11 to 15 year	19	%36
	from 16 to 20 year	13	%24
Educational Attainment	Preparatory School	3	%6
	Technical Diploma	24	%45
	Bachelor's Degree	26	%49
Workplace	Electronic Passport	16	%30
	National Card	26	%49
	Residence	11	%21

3.2. Measurement

Organizational Climate

We used the three-dimensional organizational support, shared decision-making, and organizational justice scale Constantin & Teodora, in this study due to the wide variety and complexity of organizational climate measures found in various work situations. The scale employs a Likert scale with five points, as follows: Organizational justice has seven elements based on Tastan & Yilmaz; shared decision-making comprises six items based on Mashinchi et al and organizational support comprises eight things based on Celep & Yilmazturk.

Passion in the Workplace

We used the workplace passion scale from the study (Johri et al., 2016) in this investigation. It had 17 items spread across dimensions using a five-point Likert scale, including: sense of learning (4 items), self-identity (4 items), intrinsic motivation (4 items), and enjoyment of work (5 items).

Productive Organizational Energy

Using a five-point Likert scale, we divided the 14 items on the productive organizational energy scale (Cole et al., 2012) into the following dimensions: behavioral/physical organizational energy (4 items), cognitive organizational energy (5 items), and emotional organizational energy (5 items).

4. Results and Discussion

4.1. Data analysis

The steps taken for data analysis include choosing the analysis program, since the statistical analysis program (spss v.26) was utilized to finish the statistical analysis of the study. The outcomes of the data dependence test for any kind of distribution (normal or non-normal) were also used to identify the kind of tests (parametric or non-parametric). The availability of the primary research variables and their dimensions from the viewpoint of the research sample individuals, as well as the degree of dispersion in those perceptions, were also assessed using measures of central tendency and dispersion (arithmetic mean, standard deviation). Additionally, skewness and kurtosis metrics were used to assess whether or not the data had a normal distribution.

4.2. Measurement model evaluation

Cronbach's alpha values for reliability analysis (internal consistency) are displayed in Table (2) together with the arithmetic means and standard deviations of the variables and their dimensions. In order to identify the tests that are suitable for the type of data, skewness and kurtosis were also assessed to see if the data were susceptible to a normal distribution [39], [40].

Since the arithmetic mean values for all variables and dimensions ranged between 3.340 and 4.245, exceeding the hypothetical mean (3), Table 2 demonstrates that all of the

primary research variables and their sub-dimensions received high responses. This suggests that the members of the research sample have strong opinions about the current research variables in their place of employment. Furthermore, all standard deviations were within reasonable bounds and not excessive, suggesting that there was no discernible variation in the respondents' answers. According to Sekaran and Bougie, the Cronbach-Alpha test findings for the scale items' content validity demonstrate that all test values are acceptable and surpass the 70% threshold, indicating that the questionnaire is both valid and representative of the community under study. In order to provide suitable recommendations that support the scientific research technique, it may be trusted to create and extract outcomes. Testing the data's distribution dependency is necessary to choose the best statistical approach. Balakrishnan and Lai noted that the skewness coefficient, sometimes referred to as the skewness and kurtosis coefficient, is used to examine the distribution dependency of the data. The optimal ratios for both skewness and kurtosis fall between -3 and +3. Given that the table makes it evident that the values of the skewness and kurtosis coefficients for the items and sub-dimensions of the research variables are subject to the acceptable values in the normal distribution, the statistical method (parametric) will be used in the current study's statistical tests.

Table (2) Description and diagnosis of variables and their dimensions

Variables	Mean	SD	Cronbach's Alpha	skewness	kurtosis
Organizational Climate	3.642	1.076	0.969	-0.286	-1.149
Organizational Justice	3.509	1.137	0.901	-0.065	-1.394
Organizational Support	3.642	1.094	0.913	-0.056	-1.327
Shared Decisions	3.698	1.085	0.911	-0.206	-1.243
Passion in the Workplace	3.906	0.861	0.930	-0.378	-0.492
Enjoyment of Work	3.340	1.091	0.860	0.290	-1.188
Intrinsic Motivation	4.245	0.939	0.838	-1.099	0.292
Self-Identity	3.585	1.082	0.815	-0.038	-1.267
Sense of Learning	3.792	1.166	0.817	-0.863	0.014
Productive Organizational Energy	3.623	0.882	0.939	-0.310	-0.883
Affective Organizational Energy	3.528	0.912	0.777	0.467	-0.802
Behavioral Organizational Energy	3.736	1.146	0.881	-0.251	-1.390
Cognitive Organizational Energy	3.529	1.030	0.836	-0.024	-1.109

4.3. Hypothesis testing

Using the Baron & Kenny rule, a straightforward regression model was employed to quantify the direct influence linkages between variables in order to assess the hypotheses of the current study. According to this rule, the following three regression equations must be estimated: (1) the dependent variable's regression on the independent variable; (2) the mediating variable's regression on the independent variable; and (3) the dependent variable's regression on both the independent and mediating variables. The following requirements must be fulfilled in order to prove mediation between the independent and dependent variables: In the first equation, the independent variable must have an impact on the mediating variable; in the second, the independent variable must be demonstrated to have an impact on the dependent variable; and in the third, the mediating variable must have an impact on the dependent variable. The third equation should have a smaller influence of the independent variable on the dependent variable than the second if all three

of these conditions are true. To confirm that the rule conditions are available and to test the hypotheses, we can use the findings displayed in Table).

Table 3. Hypothesis Testing

path	Model Summary		ANOVA		Coefficients ^a				
	R	R ²	F	Sig	B ₀	B ₁	B ₂	t	Sig
1	0.787**	0.619	82.951	0.000 ^b	1.273	0.645	-	9.108	0.000
2	0.814**	0.663	100.288	0.000 ^b	1.534	0.651	-	10.014	0.000
3	0.864**	0.747	150.302	0.000 ^b	0.165	0.885	-	12.260	0.000
4	0.876**	0.767	82.428	0.000 ^b	0.232	0.203	0.679	2.106 5.639	0.040 0.000

It is noted from the results shown in Table (3):

The first path, which reflects the first hypothesis, shows a significant positive relationship between the independent variable (organizational climate) and the dependent variable (organizational productive energy). It is clear that the independent variable accounts for 62% of the variance in the dependent variable, and that the correlation between the two variables is considerably positive, reaching 0.787**. The regression model's ability to accurately predict the variation in the dependent variable is further demonstrated by the value ($F = 82.951$). The importance of the effect mentioned in the first hypothesis is demonstrated by the regression slope coefficient value ($B_1 = 0.645$), which indicates that a change of one unit in the independent variable will result in a change of 65% in the dependent variable. Additionally, Furthermore, the second condition of the aforementioned rule for testing mediation is met [41], [42].

The second path, which reflects the second hypothesis, shows a strong positive relationship between the mediating variable (passion for work) and the independent variable (organizational climate). It is evident that the independent variable accounts for 66% of the variance in the mediating variable, and that the correlation between the two variables is significantly positive, reaching 0.814**. The regression model's ability to accurately predict the variation in the mediating variable is further demonstrated by the value of ($F = 100.288$). The importance of the impact mentioned in the second hypothesis is indicated by the regression slope coefficient value ($B_1 = 0.651$), which states that a change of one unit in the independent variable will result in a change of 65% in the mediating variable. Additionally, the mediation test rule's first requirement is satisfied [43].

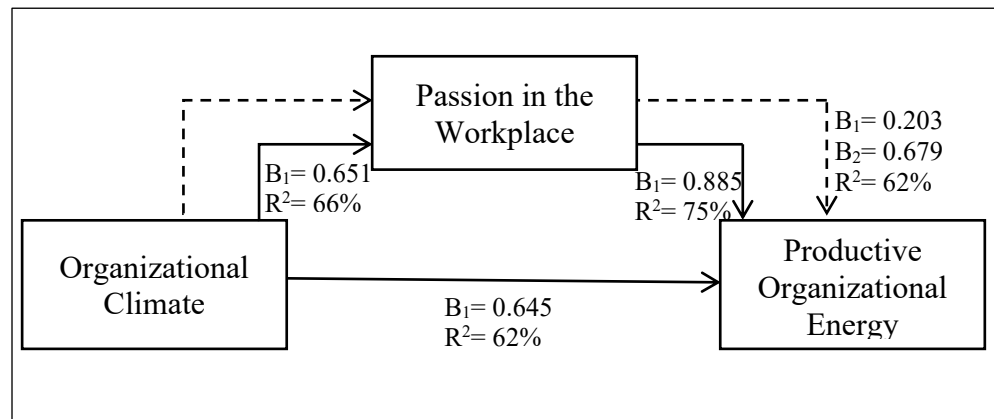
The third path, which reflects the third hypothesis, shows a strong positive relationship between the mediating variable (workplace passion) and the dependent variable (productive organizational energy). It is evident that 75% of the variance in the dependent variable can be explained by the mediating variable, and that the correlation between the two variables is significantly positive, reaching (0.864**). The regression model's ability to accurately predict the variation in the dependent variable is indicated by the value of $F = 150.302$. The relevance of the impact mentioned in the third hypothesis is demonstrated by the regression slope coefficient $B_1 = 0.886$, which states that a change of one unit in the mediating variable will result in a change of 89% in the dependent variable. Additionally, the mediation test rule's third requirement is satisfied.

When the mediating variable (passion in the job) is present, the independent variable (organizational atmosphere) in the fourth route seems to have a strong direct impact on the dependent variable (organizational productive energy). According to the value of the regression slope coefficient for the two variables, this indicates that a one-unit change in the independent and mediating variables has a direct impact on the dependent variable by 20% for the independent variable and 68% for the mediating variable.

The addition of workplace passion as a mediating variable in the relationship between organizational climate and organizational productive energy showed that, although the effect size of the independent variable on the dependent variable decreased, the previously significant relationship between organizational climate and organizational productive

energy in the first path ($B_1 = 0.645$, $\text{Sig} = 0.000$) did not change to an insignificant relationship in the fourth path ($B_1 = 0.203$, $\text{Sig} = 0.040$). Regarding the test's explanatory power, the first path's variance in the dependent variable was explained by $R^2 = 62\%$, and the fourth path's addition of the workplace passion variable as a mediator helped to explain $R^2 = 77\%$ of the variance in the dependent variable. This adds 15% to the strength of the relationship between organizational climate and organizational energy, confirming that workplace passion plays a high-level mediation role in the relationship between organizational climate and productive organizational energy.

Generally speaking, Figure 2 illustrates the outcomes of hypothesis testing.



Source: by the researcher

Figure 2. Results of the theoretical model

5. Conclusions

First, the findings demonstrated that an environment in the workplace that is fair, supportive, appreciative, and participatory directly raises people's levels of productive organizational energy, which includes zeal, tenacity, and job engagement. Second, it has been demonstrated that workplace passion plays a significant mediating role since a favorable corporate atmosphere increases employee passion, which in turn raises organizational energy levels that are productive. Therefore, in certain situations, the indirect impact of organizational climate through passion was stronger than the direct influence. Third, the findings demonstrated that a positive work environment fosters people's passion for their jobs, particularly in settings that support self-initiative, freedom of expression, and personal development, all of which improve employees' emotional and mental ties to their jobs. Fourth, the findings emphasize the significance of creating an organizational climate that considers the psychological needs of workers (autonomy, competence, and belonging), as this fosters the development of positive passion and, in turn, raises levels of organizational energy that are productive. Lastly, the findings also show that encouraging employees' passion for their work can be a strategic tool for optimizing organizational resources and achieving long-term, effective organizational energy.

5.1. Theoretical implications

First, this study adds to the body of knowledge regarding the relationship between organizational climate and productive organizational energy by enhancing the literature on the two topics. This helps to broaden the theoretical framework for comprehending how organizational climate affects the stimulation of productive organizational energy. This is accomplished by offering a model that connects person dynamics (occupational passion) and environmental factors (organizational climate) as factors that influence productive work practices. Second, the study's findings support theoretical approaches that emphasize the mediating role of psychological-motivational processes (like passion at work) in explaining the relationship between organizational contexts and individual and

group performance outcomes by confirming the significance of passion as a psych motivational mediating variable. This supports the role that passion plays in modern models of organizational behavior. Third, by redefining organizational climate as an internal motivating factor instead of just an external environment, the findings show that organizational climate is an internal motivating factor that helps shape employees' internal attitudes (like passion), instead of just an external setting. This reinterpretation of climate as a contextual variable challenges conventional frameworks. Fourth, the study departs from conventional mechanical explanations that tie energy solely to the worker's physical or temporal capacity by broadening the definition of productive organizational energy and connecting it to affective variables. This supports the theoretical trend towards including affective variables (like passion) among the determinants of organizational energy.

5.2. Scientific implications

First, the study adds to the body of knowledge in the field of organizational behavior by introducing a novel, integrated explanatory model that combines three key ideas: organizational climate, workplace passion, and productive organizational energy. This offers a more thorough theoretical foundation for comprehending organizational performance dynamics. Furthermore, by connecting the variable of productive organizational energy to psychological factors like passion at work, rather than just physical or functional dimensions, the study advances the scientific understanding of this variable and helps to broaden the scientific concept of productive organizational energy. This is in line with current organizational psychology approaches that emphasize cognitive and emotional energy. Third, the study offers empirical evidence in favor of the mediating role of passion, bolstering its position as an internal factor that can link the organizational environment and performance outcomes. This enriches scientific discussions on intrinsic motivation variables by demonstrating the significance of passion at work as a scientifically significant explanatory mechanism. Fourth, by linking psychological theories to organizational work contexts, the study contributes scientifically by integrating psychological theories (such as self-evaluation theory and the dyadic passion model) within applied organizational frameworks, enhancing the integration of psychological and administrative sciences and opening up horizons for interdisciplinary research. Fifth, by expanding the scope of organizational climate research to new outcomes, the study adds a new scientific dimension by linking organizational climate to previously unexplored outcomes, such as "organizational productive energy," providing a new knowledge base for researchers in this field to continue theoretical and empirical investigation. Sixth, by providing a scientific basis for future comparative and applied research, the study's findings lay the foundation for conducting comparative research across different sectors or organizational cultures. They also enable the proposed model to be tested in diverse fields such as education, health, and the industrial sector, enhancing the depth and breadth of scientific research on the topic.

5.3. Limitations

First, data was gathered at a particular point in time using a cross-sectional design. This restricts conclusions to correlational links and makes it impossible to pinpoint the causal relationships between organizational atmosphere, job passion, and productive organizational energy. Second, the data were collected through self-administered questionnaires, which may introduce biases stemming from the desire to present a positive self-image, or what is known as "social desirability bias." This may affect the accuracy of the results, particularly regarding psychological variables such as passion. Third, the study was restricted to a sample from a particular service business, which would have limited the results' applicability to other industries or organizational cultures with different work environments or personal traits. Fourth, even though each type of passion has different effects on performance and organizational energy, the study may have concentrated on

passion in general without adequately differentiating between its two primary types: obsessive passion and harmonious passion. Fifth, the explanatory model was less comprehensive because it did not address other mediating or moderating factors that might be involved in explaining or modifying the relationship between organizational climate and productive organizational energy, such as job satisfaction, social support, and transformational leadership. Lastly, because ideas like "passion," "climate," and "energy" are impacted by societal and cultural elements, the study was carried out in a particular organizational and cultural environment, which could have an impact on the findings. Because of this, care should be taken when extrapolating the findings to different cultural situations.

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