Organizational climate is a way to increase the employees' wellbeing: in the presence of social undermining

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Abstract: Organizational climate is known as the perception of employees' concerning their organizations, which could lead to emotional reactions and consequently influences employees' behaviour. This paper intends to explore the relationship between organizational climate and employees' wellbeing within the academia of Balochistan. While more, this study also identifies social undermining as a mediator between the association of organizational climate and wellbeing. Data was collected from 413 sample of Professors, Assistant Professors, and Lecturers from private and public sector universities of Balochistan. The sampling technique applied to collect the data was Non-probability sampling in the cross-sectional timeframe. To test the data descriptive and inferential statistical tools have been applied. Statistical software (Process Macro) was used to find the effect of mediating variable (social undermining) between the association of organizational climate and employees' wellbeing. Results of correlation showed that organizational climate and wellbeing positively and significantly linked with each other. While more, organizational climate effect 37% on employees' wellbeing. Social undermining mediates the relationship between organizational climate and employees' wellbeing. The results suggested that perceiving a positive organizational climate increases the wellbeing of the employees'. This research also suggested that the relationship between organizational climate and employees' wellbeing decreases in the presence of social undermining between these relationships.

Keywords: organizational climate, wellbeing, social undermining, mediation analysis

Introduction

Over the last three decades, scholars have paid a lot of attention to the organizational climate (Subramaniam, 2009; Dawson et al., 2008). At both the individual and organizational levels of analysis, the organizational climate has been conceptualized (Chaudhary, Rangnekar & Barua, 2014).

Organizational climate is one of the crucial constructs of organizational behaviour (Ahmad Jasimuddin & Kee, 2018; Sroka & Szántó, 2018) and is characterized by the relationships between people and organization and relations of super ordination and subordination (Simberova, 2007). Simberova (2007) identified that organizational climate is determined by the common influence of targets, formal structures, processes, and behaviour of people. Previously, Forehand and Gilmer (1964) defined the organizational climate as; "A collection of somewhat stable characteristics that illustrates an organization, differentiate it from other organizations, relatively stable over time and influences organizational member's behaviour." After that many researchers (Litwin & Stringer, 1968; Pritchard & Karasick, 1973) described the organizational climate as the perception of employees regarding their organizations which would link to work attitude formation.

Recently, scholars defined organizational climates as; representing employees' impressions of the norms, procedures, and processes that are desired, encouraged and acknowledged in terms of the organization's human resources (Steinke, Dastmalchian & Baniasadi, 2015). While more, organizational climate can also be defined as how employees perceive and illustrate their environment in an organization in both value-based and an attitudinal manner (Rozman & Strukelj, 2019). Organizational climate may include; leadership support, cooperation, trust, conflicts, friendliness, fairness, commitment, and performance standards (Saeed et al., 2019; Cygler et al., 2018; Viitala, Tanskanen & Säntti, 2015; Kostić-Bobanović & Bobanović, 2013). Rozman and Strukelj (2019) identified organizational climate components including employee motivation and satisfaction, employee commitment, employee relations, and leadership have positively linked with work engagement of employees.

In recent decades, there has been an increase in wellbeing researches (Seligman, 2011; Stratham & Chase, 2010; Diener et al., 1999; Keyes et al., 2002). Locke (1969) defined employee wellbeing as a positive or pleasant emotional state coming from a positive assessment of one's employment or work experiences. According to Warr (1987), it is an affective state characterized by pleasure and arousal. Ryff (1989) highlighted autonomy, environmental mastery, the realization of potential, self-acceptance, meaningful relationships with others, and purpose in life as components of wellbeing. People's reactions to the challenges of everyday life are at the heart of wellbeing (Ryff, 1995; Bradburn, 1969). Shin and Johnson (1978) defined it as "a comprehensive assessment of an individual's quality of life-based on his own set of criteria" (Stratham & Chase, 2010; Goswami, & Bradshaw 2010; Zikmund, 2003). Furthermore, wellbeing is defined as a lack of depression (Wilhoite, 1994), satisfaction with his or her entire existence (Van Tran, 1987), and a person's sense of hope, happiness, and goodwill toward themselves (Waite & Gallagher, 2000). According to recent research, wellbeing is defined as; "The ability to accomplish life satisfaction (Diener & Suh, 2000; Seligman, 2002a), goals (Foresight Mental Capital and Wellbeing Project, 2008), and happiness (Pollard & Lee, 2003)." It includes employees' life judgments and "day-to-day feelings (Lyubomirsky, & Dickerhoof, 2006). Work-related wellbeing represents an employees' total quality of work experience by combining the traits of arousal, satisfaction, despair, and tension. Wellbeing is a complex phenomenon (Diener & Ryan, 2009; Michaelson et al., 2009; Stiglitz, Sen, & Fitoussi 2009).

It is generally believed that it is important for businesses to strive to keep their staff happy since this results in a variety of beneficial outcomes for the company (Price, 2001). Higher employee productivity, improved commitment, increased corporate citizenship behaviour, and less intention to resign/ turnover are all outcomes of employee wellbeing (Agarwal & Ferratt, 2001). Buitendach and De Witte (2005) added that employee wellbeing also refers to a person's view and judgment of his or her job, which is influenced by the individual's specific circumstances, such as values, needs, and expectations. When an individual's work environment meets his or her needs, values, and personal qualities, employee wellbeing increases (Yee, Yeung & Cheng, 2010). According to Giannikis and Mihail (2011), remuneration, adequate salary, empathic supervisors, Positive social interaction, and an appealing working environment are all aspects that contribute to employee wellbeing. It stresses the individual's overall internal sense of contentment or dissatisfaction (Thompson & Phua, 2012).

Another term used in this study is social undermining. Employees at work are frequently subjected to social undermining or mistreatment (Strongman, 2014). The expression of unfavorable or negative sentiments against a specific person to prevent that person from achieving her or his objectives is known as social undermining (Crossley, 2009). The most common manifestations of social undermining are feelings of hostility or dislike (Joseph et al., 2011). According to research, workplace negativity results in increased stress, low commitment, low job satisfaction, and poor job performance, (Salin & Hoel, 2013; Fox & Stallworth, 2010; Bergman et al., 2002).

Employees that are mistreated at work are also reported to keep discreet or quiet, dismiss, try to ignore, and avoid their experiences (Cortina, et al., 2002). Cortina and Magley (2003) reported that such people are likely to remain stressed. If some Individuals speak out against mistreatment, often experience opposition from their peers, and results in poor work outcomes. As a result, both speaking up and avoiding certain types of mistreatment are associated with a high level of cost and risk. Individuals who are mistreated at work are likely to experience stress at work, such as negative emotions brought on by abusive supervision, incivility, and bullying (Lim, Corti na & Magley, 2008; Bowling & Beehr, 2006). This phenomenon has gained considerable attention from researchers, as they are trying to figure out how to deal with it (Abas & Otto, 2016).

It is impossible to improve employee wellbeing until the antecedents are understood (Mafini, 2016), and one of these antecedents has been identified as organizational climate, and its potential to predict employee wellbeing in higher education institutions has been investigated in this study. This study has the potential to confirm or invalidate prior findings of the organizational climates' ability to influence employees' wellbeing. Many studies have been conducted to find the relationship between organizational climate and employees' wellbeing (Shuck & Reio, 2014; Viitala et al., 2015; Hamidianpour et al., 2015) in a different context, but no study has been found in the educational sector, specifically in Pakistan. While more, the relationship between organizational climate and wellbeing tested directly (Bliese & Halverson, 1998; Shuck & Reio, 2014; Viitala, Tanskanen & Säntti, 2015; Rožman et al., 2019), but there is a lack of understanding of the mediating effect between these relationships.

So the current research will fill the gap of literature and develop the theoretical model of organizational climate and wellbeing. Furthermore, the influence of social undermining as a mediator between the link of organizational climate and wellbeing will be investigated in this study. Duffy, Ganster, and Pagon (2002) previously claimed that there is significant literature on positive workplace social ties, however, less is known about the impact of negative work interactions on wellbeing. These arguments provided a base to investigate the impact of social undermining (negative behaviour) on the relationship of organizational climate and wellbeing.

1. Literature Review

2.1 Organizational climate and employees' wellbeing

The relationship between organizational climate and employees' wellbeing was tested by many authors in different contexts. Bliese and Halverson (1998) investigated a relationship between leadership climate strength and average psychological wellbeing by using a sample of seventy-three military groups. They found a linear and positive relationship between these two variables. Shuck and Reio (2014) also examined the nature of the relationship between organizational climate and employees' wellbeing and found a positive link. Viitala, Tanskanen, and Säntti (2015) conducted a study to explore the relationship between organizational climate and wellbeing by using 24 public day-care centres in Finland. They discovered that negative organizational climates are associated with negative work attitudes and job strains, whereas favourable organizational climates are associated with positive work attitudes and wellbeing. Their findings revealed that a positive organizational climate is substantially linked to employees' wellbeing. Hamidianpour et al. (2015) linked organizational climate with employees' creativity in SMEs. Trinkner, Tyler, and Goff (2016) used the urban police force as a sample and concluded that organizational climate improves the wellbeing of employees' at the workplace. Rožman et al. (2019) state that, an organizational climate in the

workplace has a significant impact on employees' wellbeing and is also linked to increased job performance. Mafini (2016) identified four dimensions of organizational climate: working conditions, work allocation, remuneration, and manager-employee relationships. She conducted this study in South Africa by using sample of one hundred sixty-four employees from seven service industry enterprises. Results showed that organizational climate with its four dimensions was significantly predicting the employees' wellbeing. Based on these findings, it can be hypothesized that:

H1: There is a positive relationship between organizational climate and employees' wellbeing.

2.2 Social undermining and employees 'wellbeing

Duffy et al. (2002) reported that organizational specialists are less likely to discover social undermining behaviour since it is subtle and occurs over time. As Epstein (1966) explained that when compared to people in groups, improperly shared identities commonly cause aggressiveness or enmity. On the other hand, employees may be able to get away with undermining more readily than other forms of animosity (Crossely, 2009). Negative behaviours (such as social undermining) are inversely linked with employees' wellbeing (Abbey, Abramis & Caplan, 1985). The impacts of undermining and early support on work achievements were more significant and considerable (Kammeyer-Mueller et al., 2012). Social undermining cause's depression and depression is negatively linked with wellbeing of the employees' (Crossely, 2009). Previous research has found that social undermining activities have negative organizational consequences, such as increased unproductive work behaviours and reduced job satisfaction, both of which are manifest variables of employees' wellbeing (Yörük & Yörük, 2012; Lyubomirsky & Lepper, 1999; Seligman, 2002). Undermining can have negative personal impacts such as low self-esteem, unhappiness, mental health, and psychosomatic issues (Joseph et al., 2011; Duffy et al., 2006). Taherpour et al. (2016) stated that social undermining negatively impacts co-creation and interpersonal connections in the workplace. Cynicism and distress resulting from social undermining were negatively associated with employees' wellbeing of the police force (Trinkner, Tyler & Goff, 2016). Sabeen and Arshad (2018) stated that social undermining directly influences wellbeing. They also reported that the social undermining effect on performance (abstaining and withdrawal) of faculty members of public and private universities in Pakistan. Based on these findings it can be stated that:

H2: Social undermining negatively impacts the wellbeing of employees'.

2.3 Organizational climate and social undermining

Literature shows that social undermining might be a reason to stimulate the negative behaviours known as counterproductive work behaviours (Bosak et al., 2017). Research also revealed that social undermining is linked with many dimensions of organizational climate. While, expect approval, warmth, and support, responsibility, conflict, and Structure are the five components of organizational climate (El-Kassar, Chams, & Karkoulian, 2011). Social undermining leads to job turnover while organizational climate is negatively linked with turnover intentions (Jeswani & Dave, 2012; Burli & Chan, 2020). Castille et al. (2016) suggested that negative affective, cognitive, and behavioural outcomes of the phenomenon of social undermining. The negative organizational climate is connected to stress and cynicism (Viitala et al., 2015). Duffy, Ganster, and Pagon (2017) concluded that social undermining is negatively and significantly associated with employees outcomes. Hamza (2018) linked social undermining with knowledge sharing climate and found a negative association between these two variables. Based on these findings it can be hypothesized that:

H3: organizational climate negatively linked with social undermining

2.4 Social undermining as a mediator between organizational climate and wellbeing

The organization's best interest is to encourage and promote productivity at work wellbeing, Positive wellbeing is crucial for organizational success (Hone et al., 2015; Deweand Cooper, 2012). Employees that are happy and have healthy minds put more thought and effort into their jobs activities (Day & Randell, 2014; Keyes and Grzywacz, 2005; Canaff and Wright, 2004). Decreases in cognitive resources and increased

concentration on unpleasant or irrelevant information are linked to poor psychological health, such as exhaustion, fatigue, anxiety, and depressed mood (Ford et al., 2011), which is linked to decreased performance (Taris, 2006). There is a complex relationship between wellbeing and experiences in the work (Gershon et al., 2002; Shane, 2010). While more, Neal and Tromley (1995) stated that the unique nature of the climate is likely to provide a major competitive advantage to a corporation. According to Dawson et al. (2008), climate perceptions will have a beneficial impact on performance as well as other behavioural and attitudinal outcomes. Hakanen et al. (2006) found that social climate has a positive impact on worker involvement. Furthermore, Xanthopoulou et al. (2009) discovered a link between work engagement and team climate. According to Chaudhary et al. (2014), the relevance of social interaction climate in affecting employee attitudes and perceptions. They concluded that companies should work to improve their social climate. Previously, Gant et al. (1993) investigated the influence of undermining among colleagues and supervisors with supervisee relationships using 288 members African American members of social work. The results showed that when social undermining was included in a set of predictors (gender, age, and social support), significant increases in anxiety, despair, depersonalization, and irritability among social workers.

According to Vinokur and Ryn (1993), social support and undermining in intimate relationships have a negative impact on the wellbeing of unemployed people. Distress, according to Gilmartin (2002), is a process by which officers' experiences impact their health and well-being. The adverse effects of social undermining at the human level, including mental health and self-efficacy, as well as at the organizational climate level, were summarised by Zhu, Jinyun, and Xiaoming (2013). Individual interactions and reactions to social undermining were also reported to be impacted by cognition, personality, and other internal variables on the one hand, and social context, social support, and other external elements on the other. Another study conducted by Ju and Yoon (2019) examine the link between employee voice (and silence), social undermining (supervisor, co-worker, and customer), and organizational deviant behaviour. The findings revealed that being undercut has a negative impact on employee voice and a favourable impact on employee silence.

So it can be hypothesized:

H4: There is the mediating effect of social undermining between organizational climate and employees' wellbeing.

2.5 Hypothesized model
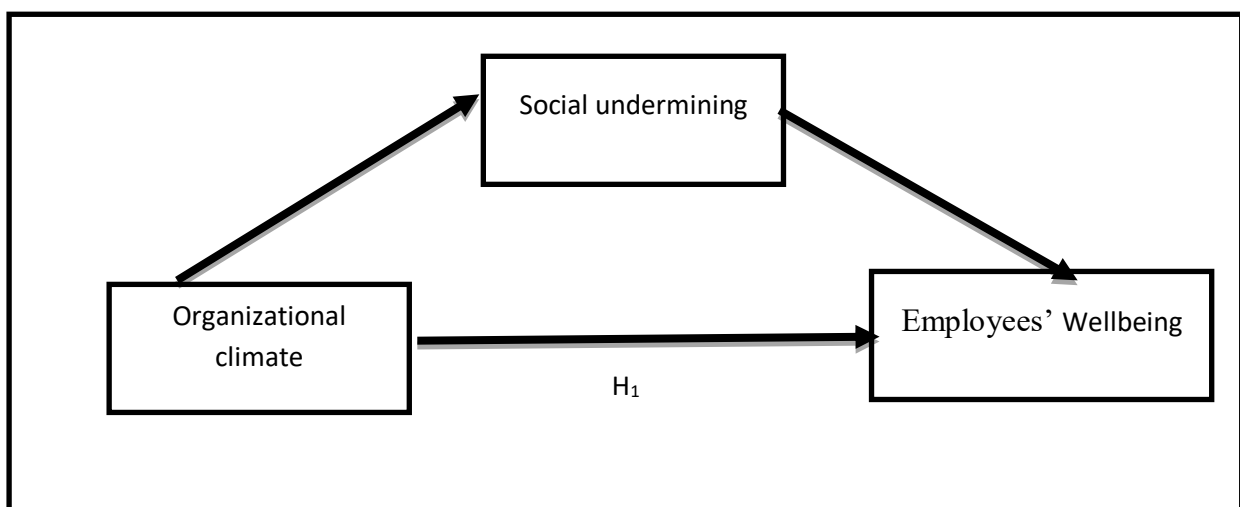
The theory supports the model

This paper is supported by the complexity theory related to the organizational climate and employees' behaviour, which was suggested by Lewin, Lippitt, and White (1939). Furthermore, Glick

(1985) added in climate theory that it adds value to individual and Organisational behaviour. This theory provided the base to better understand the individual behaviour in an organizational setting (James et al., 2008; Parker et al., 2003), which can be explained as the consequence of an interacting process including environmental elements and personal attributes (Liu et al., 2021). Organizational Climate is the discussion about people, perceptions, preferences, and place (Shintri, 2019). According to complexity theory, employees behave in a manner as they perceived their organizational environment. While, the environment of the organization is the practices, policies, and procedures set by the organization. This theory has also supported the relationship between organizational climate and perceived organizational performance (Berberoglu, 2018). If employees perceive their organizational climate positively, so that will increase their wellbeing. While the perception of an employee about the organizational climate is designed by its cognition process. The cognitive theory suggested that how an individual selects, organizes, and sets meanings to the environmental stimuli. If a person found the environment positive, it will stimulate positive behaviour.

Social undermining between the relationship of organizational climate and wellbeing explained by fairness theory. According to the fairness theory, when people are confronted with bad events (such as being belittled by a co-worker or supervisor), they engage in cognitive comparisons known as counterfactual thoughts, in which they compare what happened to what could have happened. While Folger and Cropanzano's (1998) enhanced the fairness theory of social undermining in several perspectives including the equity considerations in organizations. Fairness theory further elaborates that when a person is the object of social undermining, he or she responds by concoct numerous alternate accounts of actual events (Kasimatis & Wells, 1995). As a result, they frequently evaluate and respond to current events not just in terms of what happens, but also in terms of what should, could, and/or would have happened (Sherman & McConnell, 1995; Roese & Olson, 1995). These aspects serve as the theoretical foundation for forecasting that the social environment of undermining will play a role in how severely employees react to undermining.

3. Methodology

3.1 Population and Sample

Previously, organizational climate and its relationship with the wellbeing of the employee were ignored in academia so this study was conducted by using a target the Baluchistan's academic faculty members as population. While the sample was selected from different public and private universities including; professors, assistant professors, lecturers, currently provide services in universities. A total of 450 people received the questionnaire (as MacKinnon and Lockwood, 2001 mentioned in their book that; 350 sample size is best to test the mediation effect). For mediation analysis, this study followed MacKinnon and Lockwood's (2001) sample size limit (for generalizability). 413 questionnaires were returned via online and hard copy, out of a total of 450. With a response rate of 92 percent, data was obtained from 413 respondents, resulting in a minimum acceptable response rate of 49 percent (as mentioned by Baruch & Holtom, 2008). The sample was chosen for its convenience because it is easily and readily available. Furthermore, due to time and money restrictions, convenience sampling is becoming the preferred sampling technique over other techniques because it is less expensive and easy to use (Ackoff, 1953).

3.2 Research Instrument

A closed-ended questionnaire was used to obtain the information. The questionnaire was divided into four sections: organizational climate, wellbeing, social undermining, and demographic nature of the respondents. On a five-point Likert scale, the responses were recorded about the variable that intent to measure. This study employed a 10-item scale designed by Warr (1990) and utilized by

Springer and Hauser (2006) to assess wellbeing: "To what extent does your job have negative characteristics (e.g. high demands; requires a lot of effort; little consultation on change; role conflict; issues with other members of staff); To what extent does your job have positive characteristics (e.g. control over what you do or how you do it; support from colleagues; support from managers; appropriate rewards)?". Duffy et al. (2002; 2006) prepared an 11-item scale to assess social undermining. To assess the organizational climate, Peña-Suárez (2013) scale was adopted having 15 items including: "I am willing to put in a great deal of effort beyond that normally expected to help this organization be successful; I would accept almost any type of job assignment to keep working for this organization."

The questionnaire's reliability and validity were also examined in the setting of Baluchistan's higher education institutions.

4. Data analysis and findings

The data was loaded into the SPSS program for further analysis (version 26.0). After screening the data for normality, outliers, and missing values, the demographic variables were given in frequency distribution, and descriptive analysis was used to identify the data's nature. The value of mean and standard deviation identify the central tendency and dispersion of the data from its central value. While skewness and kurtosis were all used to determine the normality of data. Many scholars (Field, 2009; Trochim & Donnely, 2006; George & Mallery, 2010; Gravetter& Wallnow, 2006) identified the range of skewness and kurtosis within +2,-2.

Table 4.1 Mean S.D. and Normality of data

	Mean	S.D.	Skewness	Kurtosis
Wellbeing	4.26	0.22	-.057	-.324
Organizational Climate	4.16	0.12	.146	.377
Social Undermining	1.92	0.24	-.136	.240

Demographic characteristics of the respondents

The demographic of the current study consists of gender, age, qualification, job experience, and employment sector. Findings revealed that both genders (male and female) took part in the current study and recorded their response. The male participation rate was (52.8%), while 195 females (47.2%) participated in this research. The ages variable was distributed into four groups from; 21 to 50 and above. Respondents were divided into groups based on their age: 151 (36.6 percent) were between the ages of 21 and 30, 43.3 percent were between the ages of 31 and 40, 59 were between the ages of 41 and 50, and just 24 were between the ages of 50 and above. The respondents' qualifications were assessed at three levels (Master's, MS/M.Phil., and Ph.D.). 109 respondents said they had a master's degree, 256 said they had an MS/M.Phil. degree and 48 said they had a Ph.D. Marital status was also investigated because it has a direct impact on organizational atmosphere and wellbeing. 34.1 percent of those surveyed were single, 63.2 percent were married, and 1.5 percent was divorced. These participants were recruited from Baluchistan's private (47.2 percent) and public (52.8 percent) universities. The

respondents' job experience was divided into five categories: 37.5 percent said they had 1-5 years of experience, 44.1 percent said they had 6 to 10 years of experience, 11 percent said they had a total of 11 to 15 years of job experience, and the remaining 25 reported that they had 20 years or more of job experience.

Table 4.2 Characteristics of participants

Gender	Frequency	frequency in percentage
Male	218	52.8
Female	195	47.2
Total	413	100.0
Age		
21-30	151	36.6
31-40	179	43.3
41-50	59	14.3
50 years and above	24	5.8
Total	413	100.0
Marital status		
Single	141	34.1
Married	261	63.2
Divorced	6	1.5
Total	408	98.8
System	5	1.2
Total	413	100.0
Work experience		
1-5 years	155	37.5
6-10 years	182	44.1
11-15 years	46	11.1
16- 20 years	16	3.9
20 years and above	9	2.2

Total	408	98.8
System	5	1.2
Total	413	100.0
Education level		
Master	109	26.4
MS/M.Phil.	256	62.0
Ph.D.	48	11.6
Total	413	100.0
Nature of org		
Public Sector	218	52.8
Private Sector	195	47.2
Total	413	100.0

Cronbach alpha is used to assess reliability. Internal consistency is commonly defined as a Cronbach's alpha of.70 or higher, while a higher value is desired if there are many items (Lyubomirsky & Lepper, 1999; Cortina, 1993). The organizational climate scale had an internal consistency.89; the social undermining scale had an internal consistency of.95, while the wellbeing scale had an internal consistency of.92. These findings revealed that the entire questionnaire was extremely reliable.

To illustrate the relationship between the selected variables (organizational climate, wellbeing of the employees, and social undermining). The correlation results showed that the variables had a linear relationship and that all of the variables had a substantial association. The organizational climate was shown to be positively related to wellbeing (r=.84) and adversely related to social undermining (r=-.68). Negative and moderate associations between social undermining and wellbeing (r= -.67) were also found. As a result of the findings, it can be stated that improving organizational climate will likewise improve employee wellbeing. Furthermore, the negative link between social undermining and wellbeing revealed that as social undermining increases, wellbeing decreases.

Table 4.3 Relationship between the variables (Correlation)

	Wellbeing	Org Climate	Social Undermining
Wellbeing	1		
Organizational Climate	.84**	1	
Social Undermining	-.067*	-.068*	1

Note:* Correlation is significant at the 0.05 level (2-tailed).

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** Correlation is significant at the 0.01 level (2-tailed).

N=413

The study's first premise was to determine the impact of organizational climate on employees' wellbeing. The findings revealed that organizational climate had a 37 percent impact on employee wellbeing ($R2=.37$, Sig=.000). The beta coefficient value (b=.043) revealed that the effect is positive and significant. The study's second premise was to determine the impact of social undermining on wellbeing. The findings revealed that social undermining had an impact on wellbeing ($R2=.73$, Sig=.000). The beta coefficient value (b=.0613) revealed a negative and significant link. The study's third hypothesis sought to discover a link between organizational climate and social undermining. Findings of the hypothesis indicated that 17% of organizational climate creates variance in social undermining ($R2=.17$). The relationship was negative and significant (b= -0.183, sig= .000).

The study's fourth hypothesis was to determine the function of social undermining in modulating the link between organizational climate and employees' wellbeing. The direct effect of organizational climate on employees' wellbeing is .0603, whereas the indirect effect is .0318 (LLCI=.0382: ULCI=.2507). The mediating impact is significant (t= 1.43, S.E= 0.54, p=.0167) since both the upper and lower limit values are positive (no zeros in this range). Findings also illustrated that social undermining appeared to somewhat mediate the relationship between workplace climate and wellbeing.

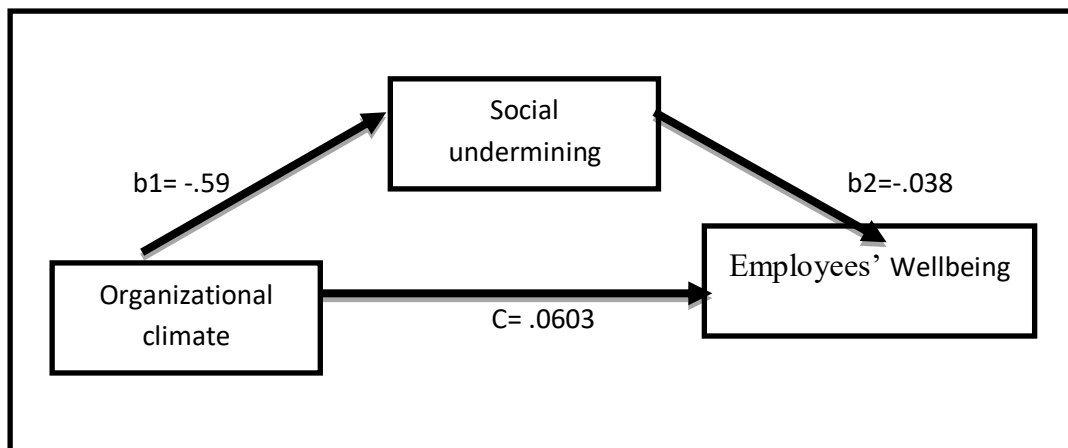**Results of the hypothesized model**

Figure 2.2 Results of the hypothesized model

5. Discussion

This study aimed to determine the link between organizational climate and employees' wellbeing. With the use of social undermining as a mediator between these relationships, this study also intended to investigate the mechanism of association between organizational climate and employees' wellbeing. To attain this objective four hypotheses have been designed. The study's first hypothesis was to identify a link between organizational climate and the wellbeing of university teaching faculty. The findings revealed that these two factors had a strong positive and significant association. Furthermore, regression results revealed that corporate atmosphere has a favourable and significant impact on employee well-being. The study's initial hypothesis is supported by the findings. These findings are also

in line with Vital et al., (2015) findings, as they stated that a positive organizational climate (encouraging, friendly supportive, and relaxed) is positively linked with the wellbeing of employees' at the workplace. While these results are contrasted with the finding of Trinkner, Tyler, and Goff (2016) as they concluded that organizational climate did not have a significant direct effect on employees' wellbeing.

The study's second hypothesis was to discover a link between social undermining and happiness. The findings revealed that there is a link between social undermining and employees' wellbeing. Employees' wellbeing will be reduced if there is a higher level of social undermining. These findings revealed that social undermining in the workplace could be an unpredictably wonderful phenomenon that has a significant impact on employees' mental health. Because undermining is considered a bad sort of social relationship, so it encounters a person's mental harmony negatively (Rook, 1984; Vinokur & Vinokur-Kaplan, 1986). These results are also similar to the previous findings of Abbey et al., (1985), Kammeyer-Mueller et al., (2012), and Taherpour et al., (2016). The study's third hypothesis sought to discover a link between organizational climate and undermining behaviour. Results of the study suggested that negative organizational climate promotes undermining behaviour while there is a negative relationship between positive organizational climate and social undermining (my co-workers). These results are also supported by previous results of Castille et al. (2016) and Duffy et al. (2017)

The mediation test was used in this study to determine the findings of the fourth hypothesis. The findings revealed that there is a mediating impact between organizational climate and employees' wellbeing. As a result, it was discovered that while organizational climate improves employees' wellbeing, social undermining reduces this link due to its significant negative qualities. These findings indicated that negative behaviours at the workplace influence the organizational level factor (organizational climate) and dispositional factors (employees' wellbeing). These findings also revealed that social undermining is a behavioural feature of human relationships and a substantial predictor of what happens in any business, including how it functions and how employees interact, communicate, and carry out tasks.

6. Conclusion

Organizations are complex adaptive systems in which the organizational climate promotes interactions among individuals, teams, and groups, and from these interactions emerge ideas, attitudes, and adaptive behaviours (Schneider & Somers, 2006; Anderson, 1999). Most organizational behaviour research has only looked at one level of analysis (Tasic, Tantri, & Amir, 2019). Local relationships have a huge impact on employees' behaviour choices, and the dominant state in the business has a significant impact on individuals (Zhang, Xing, & Guo, 2020). The study's goal was to determine the direct and indirect effects of corporate climate on employee happiness. The findings revealed that the organizational climate has a substantial impact on the wellbeing of university teaching faculty in both the public and private sectors of Balochistan. Furthermore, social undermining has a mediating effect on the relationship between organizational climate and employees' wellbeing. One of the most important characteristics of an organizational setting is social undermining (Taherpour et al., 2016) and is negatively linked with the organizational climate and wellbeing of the employees'. The results illustrated that a positive organizational climate increases the wellbeing of the employees but the negative nature of social behaviour (social undermining) by the co-workers decreases the positive effect of organizational climate on employees' wellbeing. Recognition behaviour undermining behaviour can aid in the development of positive workplace connections, but this can be difficult. As social undermining becomes more prevalent in the workplace, it is being used to block co-workers' ability to build and sustain healthy interpersonal relationships (Greenbaum et al., 2012). Unfair social criticism

can impair a person's mental health, causing depression symptoms to worsen. It can be concluded that to increase employees' wellbeing, firms should concentrate on improving the positive characteristics of organizational climate and need to minimize the negative behaviour (social undermining) at the workplace.

6.1 Future direction

There are different types of social undermining behaviour. This study only tested the co-worker undermining while another form of social undermining (family and supervisor) can be tested for a better understanding of the phenomenon. The current study was limited to the mediating effect of social undermining as negative behaviour. Other forms of negative behaviours such as bullying, discrimination can also be tested as mediators between the relationship of organizational climate and employees' wellbeing. Negative behaviour, such as workplace bullying, and its resilience, as well as how it affects organizational climate, will be examined in the future. Despite the importance of teaching faculty in higher education institutions, bad interpersonal interactions and techniques to counteract undesirable behaviour are still in their infancy, and researchers and academicians might focus on them. This study considered the organizational climate as a latent variable while many researchers identified its different manifest variables and dimensions (e.g. recruitment, selection, training, etc. Mafini, 2016). Further studies can be extended by the researcher and practitioners to examine the organizational climate with its dimensions. Employees' wellbeing and its theoretical model can be explored in combination with organizational climate in a different context (as suggested by Takemura & Ramaswamy, 2016). Demographic characteristics such as age, gender, marital status, and employment experience can also be used to assess the organizational environment. This study was carried out in Pakistan's educational sector, and it was discovered that comparable studies might be carried out with larger samples obtained from other organizations not included in this study. Meta-analysis and mixed methodology will be recommended for a detailed understanding of the concept.

6.2 Implication

The executive of the organizations needs to enhance the positive organizational climate to increase the individual factor to enhance the productivity of the employees' to support the harmony, and peace in an organization. Organizational climate can be used as a management tool to provide a greater understanding concerning employees' wellbeing by providing impressions on how they perceive their organization. If studies about organizational climate are done frequently, the organizational climate will be better understood. Consequently, this will, in turn, assist the description of problems and their solutions. In addition, it is also the management's responsibility to develop an organization that encourages a good organizational climate that contains supportive and friendly, and well-defined employees' mental health work environment. Keeping good employees is important to ensure business success. Organizations should make employees' wellbeing part of their corporate culture. In the workplace, there should be a clear expectation of constructive behaviour, with a focus on treating all employees with dignity and respect. Negative behaviour should be dealt with as soon, informally, and effectively as feasible. In this regard, informal supervision rules may be useful. The focus should be on prevention and encouraging positive behaviour and communication (Rayner, 2002), maybe through the implementation of a positive conduct code.

6.3 Practical Contribution of the study

The findings assist users in better understanding the value of organizational climate and its relationship to employees' wellbeing in Baluchistan's academia. The findings of this study could be used by managers in similar situations as diagnostic tools or as a reference benchmark for social undermining

in the resolution of employees' wellbeing issues. This research is beneficial to both individuals and organizations. As a result of this study, the executive of the organization will identify the social undermining at the workplace that affects the productivity of the employees specifically on the mental health (wellbeing) of the employees. So, the employees will be more productive as a result of a positive organizational climate. Organizational performance may be enhanced by the beneficial effects of a positive organizational climate on employees' wellbeing. The outcomes of the study will contribute to the body of knowledge on several topics and will back up the theoretical model of employees' wellbeing, organizational climate, and also social undermining. This study aims to bring balance to the literature by concentrating on negative interaction, namely social undermining. However, it is vital to investigate and reduce potential behaviours among academics to maintain trust and collaboration.

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