

The impact of the Organizational Climate on the Creative Behavior of employees

" A case study of Saudi Telecom Company (STC) in Taif"

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Abstract:

It aims to identify the impact of the organizational climate dimensions in Saudi Telecom Company (STC) and the assessment of organizational climate as well as the level of the organizational climate impact. The study showed a positive orientation of the sample members towards the organizational climate which leads to the improvement in the level of performance in STC. There is a significant difference between the educational qualifications; and specializations obtained by employees have an impact on the nature of tasks, job duties and decision-making methods and means leading to imbalance in the organizational structure of the company.

One of the most important recommendations to be taken into account to improve the organizational climate of the company: Keen interest to be given to the organizational structure of the company, improving decision-making methods, moving towards centralization and avoiding factors that create negative attitudes towards organizational climate.

Keyword: organizational climate, performance, creative behavior, employees.

ملخص الدراسة

جاءت هذه الدراسة بهدف الكشف عن مدى تأثير أبعاد المناخ التنظيمي في شركة الاتصالات السعودية وتقييم المناخ التنظيمي وأيضاً مستوى تأثير المناخ التنظيمي على الأداء. وقد ظهرت الدراسة بالتوجه الإيجابي لأفراد العينة نحو المناخ التنظيمي ويؤدي إلى تحسين مستوى الأداء في شركة الاتصالات السعودية وهناك اختلاف كبير بين المؤهلات العلمية والتخصصات الحاصلين عليها العاملين لها أثر على طبيعة المهام والواجبات الوظيفية وأساليب وطرق اتخاذ القرار يوجد فيها خلل للهيكل التنظيمي للشركة.

من أهم التوصيات التي يجب الأخذ بها في الحسبان لتحسين المناخ التنظيمي للشركة هي ضرورة إيلاء الاهتمام الكبير بالهيكل التنظيمي لشركة وتحسين طرق اتخاذ القرار وأتباع طريقة التوجه نحو المركزية وتجنب العوامل التي تخلق توجهات سلبية نحو المناخ التنظيمي.

الكلمات المفتاحية: المناخ التنظيمي، الأداء، السلوك الابداعي، العاملين.

1. Introduction

The organizational climate is considered an important factor to improve the performance of employees, raise the level of their performance and increase it. It has a significant impact on the work environment. It is also considered a key factor for the development and success of organizations in all their objectives.

1.1 Study Problem

For the lack of scientific studies that dealt with the relationship between the organizational climate and the creative behavior of employees, this study came to fill this research gap and answer the following questions:

1. What is the reality (status) of the organizational climate in the company?
2. What is the reality (status) of creative behavior in the company?
3. What is the nature of the relationship between organizational climate and creative behavior?
4. Are there effects of demographic variables of the organizational climate and creative behavior?

1.2 Study Hypotheses

Based on previous studies, the following hypotheses were formulated:

1. No statistically significant impact of effective control, proper organizational structure, good communication pattern, constructive motivation and level of creative behavior of employees.

1.3 Study variables

The study includes a key dependent variable, which is the creative behavior of the employees of the organization and several independent variables represented by the organizational climate,

namely: organizational structure, the use of technology, the Ministry's view of the human factor, the flow of communications and decision-making methods.

1.4 Study Objectives

An attempt to identify the elements of the organizational climate in the company, the elements influencing the creative behavior of the employees, to analyze and interpret the relationship between them and to provide suggestions and recommendations that help the company to improve and raise the level of performance of the employees.

1.5 Study Importance

- Scientific importance:

This research will add to the Arab Library one of the important studies in the field of administration which is the study of the relationship between the organizational climate and the creative behavior of individuals.

- Practical importance:

Working to help organizations to improve the nature of the organizational climate in them and increase the satisfaction of employees with their work which have impact on the level of performance and creative behavior of employees.

The research problem was formulated in the form of hypothesis due to the existence of two variables the relationship between which is what we aim to know, namely:

1. The dependent variable is the creative behavior of the employees of the organization
2. The independent variable which is the organizational climate.

1.6 Study Limits

The researcher has encountered a number of challenges during his preparation of this study, the most notable of which was the reliance on the orientations of the researched sample. My study was limited to STC's branch in Taif.

2. Literature Review:

2.1 Introduction

Many organizations are keen to achieve their goals by focusing on the productivity of their employees, identifying the environment around them to increase productivity and also raising the level of performance because each organization seeks to do so. There is no doubt that all organizations consider it important because it is a vital tool in the human society, Thus, humans are the engine and the effective element in it. This section will review the main concepts related to the study topic as follow;

2.2 Organizational climate.

The idea of organizational climate emerged in the 1960s. Many researchers were interested in the theory of organization and organizational behavior. (El-Sherbiny, 1987, p. 20)

- **Organizational climate definition.**

It is the total social environment of a group of employees in one organization; in other words: values, habits, traditions, customs, behavioral patterns, social beliefs and work methods.

- **Organizational climate levels.**

The organizational climate has many levels:

1. At the organization level.
2. at the individual's level.
3. At an individual level.

(Imran, 1996, p. 44).

- **Organizational climate concept approaches**

There are three approaches to the concept of organizational climate:

1. Structural approach.
2. Perceptual approach.
3. Interactive approach (Imran, 1996, p. 44).

- Organizational climate importance.

1. There is an important role of the organizational climate in influencing the behavioral outcomes of the employees in any organization in the process of organizational development, because it is an important indicator. (Al-Qataminah, 2000, p. 28).

2. Organizational climate is based on the functional and ethical behavior of the employees in the organizations in terms of values and orientations they hold, as well as the behavior that the individuals show in the workplace. (Al-Qataminah, 2000, p. 27).

3. Due to the extent to which the prevailing climate in the internal work environment affects many of the decisions taken and the behavior conducted towards the organization.

(Al-Awamleh, 1994, p. 241).

- Organizational climate dimensions.

The organizational climate dimensions are determined by the factors of the internal environment of the organization, namely:

1. Organization flexibility
2. Nature of work.
3. Importance of achievement
4. Power (authority) patterns

- Organizational climate elements.

1. Organizational structure.
2. Leadership style/pattern.
3. Communication style/pattern.
4. Participation in decision-making.

2.3 Previous Studies

Previous studies are very important. They have become a source for scholars and researchers, because they help them in identifying a scientific image of the subjects of their studies and researches. I will review a summary of the most important previous studies addressed in this study.

- Studies in the Arab Environment

1- (Alsakran, 2004): He conducted a study entitled "**Organizational Climate and its Relationship with Functional Performance**"

The study targeted private security-sector officers in Riyadh, Saudi Arabia.

This study aimed to identify the attitudes or orientations of private security-sector officers towards organizational climate and functional performance level from their point of view, to identify the nature of the relationship between them and to examine the effect of functional variables (educational qualification, age, years of experience, rank) of employees in the security forces sector on their attitudes/orientations towards organizational climate.

The study reached various results the most important of which:

1. There are high positive attitudes/orientations among the sample members towards each of the axis (communications, incentive systems, decision-making methods, human resources development of the climate)
2. There are high positive attitudes/orientations among the sample members towards the total degree of their functional performance level
3. There is a positive and statistically significant relationship between (the abilities and individual characteristics of the employee, their awareness of the functional role and functional performance.

4. The absence of statistically significant effect for years of current experience and ranks on the organizational climate axes.

The study presented many recommendations the most important of which:

1. The officials' interest given to the components of the organizational climate elements.
2. Providing more financial allocations necessary to hold training programs and workshops and urge all employees to participate in decision-making.
3. Motivating employees with more material and moral incentives and capabilities that help them to accomplish job tasks.

2- (Al Hiti and Al Muasher, 2004) the researchers conducted a study entitled "The impact of recruitment and survival on Functional performance in Senior Management Jobs"

This study aimed to identify the reality (status) of jobs in the Jordanian government system represented by the Secretary General and the Director General and the related functional variables.

The study reached various results the most important of which:

1. There is no fixed system when selecting and appointing senior positions.
2. The essential role in the appointment process is played by higher authorities.

The study presented many recommendations the most important of which:

1. A development program should be established that aims at clear and specific criteria for the preparation of the Secretaries General.
2. It is necessary to develop a strategy to build a national center specialized for senior management leadership.

3- (Al-Louh, 2006) carried out a study under the title "Evolution of organizational structures of Palestinian ministries and its impact on administrative efficiency"

This study talks about knowing the developments on the organizational structure of ministries and its effect on administrative efficiency, and the researcher chose a random stratified sample consisting of (500) individuals. The study reached results from the most important of them:

- ١- The ministries' inability to develop their performance due to a defect in the organizational structures.
- ٢- Preparing the organizational structures of the ministries, so that they do not have competencies based on them.

The study made recommendations, the most important of which are:

- ١- Clarify the job duties of workers and redistribute workers to those jobs.
- ٢- It is necessary to study from time to time the method of modifying the organizational structure, through a group of specialized managers in that.

- **Studies in the Foreign Environment.**

1- (Davidson, 2003) He conducted a study entitled "Does organizational climate add to service quality in -USA- hotels?"

This study aimed to identify the level of employees' perception of the organizational climate in these establishments and the impact of the organizational climate factors on the level of hotel services quality on the level of perception of employees of the organizational climate.

The study reached various results the most important of which:

1. In hotel services sector, there is a high level of employees' perception (awareness) of organizational climate.
2. There is a positive relation between the quality of services provided to customers and the level of employees' awareness/perception of the organizational climate.

3. There are statistically significant differences in the quality of services provided and the levels of employees' awareness/perception of the educational level, sex and years of service variables; also, there are no differences attributed to workplace, marital status and job level variables.

The study presented many recommendations the most important of which:

1. Knowing the nature of the job tasks of the employees to improve their performance level.
2. The existence of a good organizational climate that fosters mutual relations between employees.
3. Justice, equality and taking into account the distribution of work by senior management in those establishments.
4. Working to train employees in the establishment.

2- (Hanges & others, 2005) they conducted a study entitled "University of Maryland Libraries' Organizational Climate"

This study aimed to assess the organizational climate and culture of the library staff at the University of Maryland to see if there were diversity and variety in the organizational climate of libraries during the four years since 2000.

The study reached various results the most important of which:

1. The climate of the staff was not of high level in terms of work accomplishment.
2. There is a direct relation between the incentives for individuals with ideal organizational behavior and job satisfaction.
3. There is a positive impact on the development of work within libraries through the interaction of relations between staff and supervisors.

The study presented many recommendations the most important of which:

1. Improving the organizational climate by diversity and work team in libraries.

2. Creating a good organizational climate by diversity in work and work team methods.

3. (Abu baker, 2005) He conducted a study titled "Towards High Performance: How to Manage Organizational Climate and Conflict Management"

These are companies operating in the Emirates, and the nature of individual conflict between them and getting to know

The extent of the influence of some personal differences on the level of employees' awareness of the organizational climate.

The study reached the most important results:

١- There is a strong influence of the organizational climate on the level of employees' perception of the nature of the conflict.

٢- There are statistically significant differences between the level of employees awareness of the organizational climate.

٣- The absence of statistically significant differences in the level of employees' perception of the organizational climate and variable

Gender, marital status, education level, and age.

The study reached recommendations, the most important of which are:

١- Enhancing the means of communication and communication between workers.

٢- Workers must be involved in making decisions.

٣- Knowing the strengths and weaknesses of the organization.

٤- The senior management should make a study of the employees expectations and taking into account their beliefs.

3. Study Methodology and Procedures

3.1 Introduction

This chapter includes a description of the study method, its community, its sample, the study tool used, its methods of preparation, its validity, its reliability, study tools and their application and finally the statistical analyses adopted in analyzing the study results.

3.2 Study Method

The desired goals are reached, and to answer the problematic issues, a descriptive and analytical approach has been relied on from the scientific aspect of the study by describing, interpreting and analyzing the study variables and examining them, and this is by extracting the scientific aspect of the most important studies, articles and theses that deal with the subject from the scientific side, we have relied on the case study method from During the collection of data by means of a questionnaire, directed to the individuals of the study sample, then performing statistical analysis and comment on it.

3.3 Study Community (Population)

The study community (population) consists of the director of the company, heads of departments and administrative staff in the company. The number of community members reached (200) employees.

3.4 Study Sample

A sample of (150) male and female employees was formed according to the statistical steps and methods of sampling selection. A number of sample members from each category were taken in accordance with the weight (rate) of the category in the study community/population according to demographic variables such as sex, educational qualification, job title and years of experience respectively.

- Breakdown of Study Sample by Educational Qualification variable

Variable	Category	Frequency	Percentage
Educational Qualification	Intermediate Diploma and below	50	33.7
	B.A.	79	52.7
	M.A	21	13.6
	Ph.D.	-	-
Total		150	100

3.5 Study Tool

A questionnaire was used to collect the data needed to achieve the objectives of the Study. The Study Tool consisted of three sections:

Section I:

The characteristics and features of the Study Sample such as age group, educational qualification, job title, number of years of experience, sex and marital status.

Section II: consists of two elements:

The first element is: Measuring the development and effectiveness of the organizational structure of the company.

The second element is: Recognizing the extent to which technology is used.

Section III: Identify the nature of the organizational climate.

3.6 Study Tool validity

To review questionnaire paragraphs before distribution to the study population/community in order to ensure their validity and reliability using two ways:

(A) The respondents' validity.

(B) Validity of the internal consistency of the questionnaire paragraphs.

3.7 Study Tool reliability

Exploratory sample reliability can be verified using two ways:

1. Split-Half Coefficient.
2. Cronbach's alpha method.

3.8 Study Tool Application Procedures

After the study community (population) was determined, the study tool was built and developed as follows:

1. The study sample was selected according to the stratified random sample procedures.
2. The study tool was distributed to the sample of (150) individuals.
3. For the purposes of analysis, the statistical program was used.
4. Data were entered into the computer and analyzed according to the statistical methods of the study.

3.9 Statistical Analysis Methods

In order to answer the study questions and test its hypotheses, the statistical codes were used through SPSS program; the following statistical methods were also used:

1. Percentages, iterations (frequencies), one-way analysis of variance (ANOVA) and multiple regressions.
2. Cronbach's alpha test to determine the reliability of the questionnaire paragraphs.

4. The results of the field study and its interpretation

4.1 Description of the study variables

Table No. (2) Showed the most important personal and functional characteristics of the study sample individuals, as follows:

- 1- Sex: The percentage of males reached 55.70, while the percentage of females reached 44.30. This indicates that the majority of the study population of the company employees was male.

2- Age: The age group (31-40) reached a year and a capacity of 36.36. The largest percentage of the study population is from the company's employees. This indicates that the vast majority of the study community is among the workers in their company from the youth category.

3 - The social situation: where the highest percentage of the study population was from married workers, which amounted to 68.18, and this indicates that the vast majority of the study populations are married workers.

4 - The educational level: where the highest percentage of workers who hold a baccalaureate degree reached 52.70 and this indicates that the vast majority of workers in the company hold university degrees.

5- Experience: The highest percentage of the study population of workers in terms of experience (1-5) years was 47.73, and this indicates that the majority of workers in the company have less than five years of experience, which indicates a high job turnover as most employees enrolled in the company, they have experience.

4.2 Hypothesis testing

Initial hypothesis / There is no statistically significant effect of effective control on the level of creative behavior of employees in the company and to test this hypothesis, simple linear regression analysis has been used and the results are shown in the table, and the results of the analysis are indicated to examine the effect between control and the level of creative behavior of workers in the company and the relationship between the two variables reached 0.347) where there was an effect between D statistically, because the value of the function level (0.021) and corresponding to the value of P which is (5.76) this means that there is an effect

Statistically significant for control at the level of creative behavior of workers in the company and as a result, the hypothesis is rejected. Zero and accept the alternative hypothesis because it indicates only the presence of this effect.

Results of a simple linear regression analysis to examine the effect between control and the level of creative behavior of workers in the company

The result of the null hypothesis	Sig t	t	B	Sig f	f	R2	R
Acceptance	٠,٠٢١	٢,٤٠	٠,٢٣٩	٠,٠٢١	٥,٧٦	٠,١٢١	٠,٣٤٧

The second hypothesis / There is no statistically significant effect of the organizational structure on the level of creative behavior of employees in the company and to test this hypothesis, simple linear regression analysis has been used and the results are shown in the table and the results of the analysis are indicated to discuss the effect of the organizational structure and the level of creative behavior of workers in the company and the relationship between the two variables reached 0.267), where it was found that there was no statistical significance, because the value of the level of the function (0.080) and corresponding to the value of P, which is (2.22), this means that there is no significant effect of the organizational structure on the level of creative behavior of workers in the company and with this result, it is accepted Escape Yeh

Zero and rejected the alternative hypothesis because it indicates only the absence of this effect.

The results of a simple linear regression analysis to examine the effect of the organizational structure on the level of creative behavior of workers in the company

The result of the null hypothesis	Sig t	t	B	Sig f	f	R2	R
Acceptance	٠,٠٨٠	١,٧٩	٠,١٥٠	٠,٠٨٠	٣,٢٢	٠,٠٧١	٠,٢٦٧

The third hypothesis / There is no statistically significant effect of good communication on the level of creative behavior of employees in the company and to test this hypothesis, simple linear regression analysis described in the table has been used and the results of the analysis are

indicated for researching the effect of good communication and the level of creative behavior of employees in the company and the relationship between the two variables reached (0.478) where there was an effect between D statistically, because the value of the level of the function (0.001) and corresponding to the value of P, which is (12.41), this means that there is a statistically significant effect of communication on the level of creative behavior of workers in the company and this result A is rejected For his hypothesis

Zero and accept the alternative hypothesis because it indicates only the presence of this effect.

The results of simple linear regression analysis to study the effect of good communication and the level of creative behavior of workers in the company

The result of the null hypothesis	Sig t	t	B	Sig f	f	R2	R
Acceptance	٠,٠٠١	٣,٥٢	٠,٣٣٦	٠,٠٠١	١٢,٤١	٠,٢٢٨	٠,٤٧٨

5. Conclusions and Recommendations

5.1 Study results

- 1- There is a deficiency in providing workers with the necessary skills to assume their responsibilities in the work.
- 2- The employees are not involved in setting plans and programs for the departments and units in which they work.
- 3- The study showed that the nature, tasks and duties of jobs occupied by workers are not commensurate with the academic qualifications and specializations they obtained.

4- The results of the study showed the administration's interest in its human component, providing education opportunities for them, completing their studies during service, treating them in a suitable human way, and helping to teach them their work continuously.

5- The study showed that there is a lack of training received by workers, and that there is an urgent need for more contract training programs to be consistent with the training needs of workers.

6- There is a positive relationship with statistically significant level at the level of significance that shows the dimensions of the organizational climate and its represented (by developing the ministry for the neutral values - the organizational structure - the use of technology - the ministry's view of the human component - the flow of communications - the methods of decision-making) and between the variable of the performance of communications..

7 - The results showed that there were no statistically significant differences for the responses of the sample members to two variables (gender - qualification) and the presence of statistically significant differences for the responses of the sample members to two variables (job title - experience)

5.2 Conclusion

The nature of the organizational climate prevailing in the STC company in the city of Taif from the point of view of its employees at their various functional levels are effective, which improves the nature of the organizational climate prevailing in it. Blessings and peace of Allah be upon the most honored of messengers our master Muhammad and upon all his family and companions

5.3 Recommendations

In light of the previous results, and in order to contribute to providing a good regulatory environment that improves the performance of communications, the following recommendations can be made:

- 1- Working to improve methods of decision-making in the telecommunications sectors, involving workers in decision-making and solving problems.
- 2- Increasing interest in the human element, developing it, and qualifying them with intellectual and physical capabilities through continuous training and enhancing the necessary capabilities for that through studying the analysis of needs on objective grounds.
- 3- Attempting to identify factors that create negative attitudes towards the prevailing organizational climate among telecommunications workers, and to limit and develop plans to overcome them and create an appropriate climate.
- 4- Taking advantage of the technological development in the information, computer and modern communication systems and working to make optimal use of them.
- 5- Sowing the spirit of challenge by departing from the norm and increasing the degree of trust and frankness between the different parties.
- 6- Providing the financial allocations and capabilities necessary to support and develop the performance of the telecommunications sector.
- 7- The necessity for the management to be a good example in taking the risks resulting from workers using new methods of work.
- 8- Redistributing employees so that employees occupy jobs that are commensurate with the qualifications they obtain.

5.4 Suggested studies

- 1- Conducting more studies and possible research on the factors that help to improve the performance of communications.
2. Conducting more studies and research on the factors that help to create negative trends towards the organizational climate, and to submit proposals to overcome them.

- 3- Conducting studies for individuals for the current study, to include other dimensions of the organizational climate, such as the external environment and the administrative policies followed.
- 4- Conducting a suitable comparative study on the prevailing organizational climate and its relationship to the performance of communications between Taif and Riyadh governorates.
- 5- Conduct studies to apply the application to other sectors, such as non-governmental institutions and military institutions.

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