

The Relationship between Organizational Climate and Organizational Change in Corporation Sonelgaz Rustic Distribution Bechar Algeria

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Abstract:

This study aimed to identify the relationship between organizational climate and organizational change at company rustic Sonelgaz distribution in Bechar Algeria. The a users in " Sonelgaz Foundation was chosen as a sample of them reached their size (105) customer, for completion of this study, we prepared a questionnaire composed of three sections: Devoted the first part of personal information, the second of them Factors affecting organizational climate of 12 questions, and Part III;organizational change consists of (07) question, was this relationship is tested using spss 20 statistical program ,

The purpose of the study has been to consolidate, synthesize and critique the empirical studies that have examined the relationship between organizational climate, and organizational performance

Keywords: Organizational Climate, Organizational Change, Performance

1-Introduction

The concept of organizational climate has been assessed by various authors and there are different definitions. We can describe it as an individual perception of the work environment and of the characteristics of the enterprise (so-called organizational culture, ex. strategies, rules, values, management, etc.). This research has been inspired by several researches of learning environment and it concentrates on deep and detailed analysis of organizational climate in a large-sized enterprise in relation with in-company training.

In this research, organizational climate corresponds to the feelings of employees at work, their perception of the enterprise, and also to their identification with the enterprise. The organizational climate includes several factors which may influence the employees' attitude towards learning in different ways. Authors usually understand in-company learning as a way to change organizational climate and culture. This research supposes also inverse influence – organizational climate can change (facilitate or hinder) learning in a company .

They have given researchers the role of organizational climate most attention because it is the crucible of the administrative process that melts in the values and principles are aspiring senior leadership to dye the organizational climate of the behavior of these individuals forming what

is known as the behavior of organizational change stemming from within the individual's sense of responsibility and belonging and loyalty to the organization that is driven by the direction of positive behaviors. Resumes a constructive is forcing them within the organization.

2-Defining Organizational Climate.

Organizational climate (sometimes known as Corporate Climate) is the process of quantifying the “culture” of an organization, and it precedes the notion of organizational culture. It is a set of properties of the work environment, perceived directly or indirectly by the employees, that is assumed to be a major force in influencing employee behaviorⁱ

Organizational climate refers to member *perceptions* of organizational features like decision making, leadership, and norms about work. Organizational culture refers more broadly to the norms, values, beliefs, and assumptions shared by members of an organization or a distinctive subculture within an organization. In the past two decades, many studies of organizational culture have used standardized questionnaires and cultural inventories, which rely on members’ perceptions and reports of cultural features. Some of these standardized culture inventories are quite close to the instruments originally developed for climate studies. Moreover, researchers have sometimes used the terms “culture” and “climate” interchangeably.

Organizational climate, on the other hand, is often defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organizationⁱⁱ

Gradually, evidence is accumulating that links culture and climate to behavior, attitudes, and motivations among clinicians. These behaviors and orientations can, in turn, affect quality processes and outcomes. Many studies outside of health care settings and a growing number of studies in health care, show that employees have more job satisfaction and experience less stress and burnout when they work in cultures and climates that have supportive and empowering leadership and organizational arrangements, along with positive group environments (often reflecting elements of group support, collaboration, and consensus).ⁱⁱⁱ

Organizational climate or environment in the enterprise is based on the perception of the enterprise by employees. It is characterized by the ‘relationships between people and organization and relations of super ordination and subordination. They are determined by mutual influence of targets, formal structures, processes and behavior of people. The feelings that an employee has at work, his perception of values, rules, patterns of behavior, ways of management, etc. (these characteristics of a company are called organizational culture), influence his behavior and conduct and also his attitude to learning and in-company training^{iv}.

3-Defining Organizational Change

what is organizational change? also known as reorganization, restructuring and turnaround organizational change occurs when business strategies or major sections of an organization are altered. it is defined as a change that has significant effects on the way work is performed in an organization.

organizational change may be apparent when there is a gap between how the work area is operating and how it should be operating to ensure successful future growth. organizational

change may be a result of the work area identifying goals that they want to achieve. Change management change management is a structured approach to shifting individuals, teams and organizations from a current state to a desired future state. it is an organizational process aimed at helping employees to accept and embrace changes in their current business environment . kotter defines change management as the utilization of basic structures and tools to control any organizational change effort goal of change management is to minimize the change impacts on workers and avoid distractions change agents are responsible for managing change activities. they see a future for the organization, which others have not identified, and they are able to motivate, invent and implement this vision. change agents can be managers or non-managers, current or new employees, or outside consultants. in this era of globalization, organizations need to cope up with the dynamic and inevitable changes, which take place very often. because of these changes the competition among firms is becoming intense and every organization should be flexible enough to implement the changes whenever required for its survival.^v

4. METHODOLOGY OF THE STUDY

4-1 Research Hypotheses

The study is based on the following hypotheses:

- **the main hypothesis:**

There is significant relationship between organizational climate; and organizational change.

- **The secondary hypotheses:**

- There is significant relationship between Organizational structure and organizational change.
- There is significant relationship between leadership and organizational change.
- There is significant relationship between incentives and organizational change
- There is significant relationship between technology and change
- There is significant relationship between communication and organizational change.

5- The Study Population and Methodology

The study population consisted of workers National Company for the distribution of electricity and gas (sonelgaz) in the state of Bechar.

The study is an explorative analytical one which used the systematic data collection and analysis to conclude findings. 105 questionnaires have been distributed to all employees who are able to answer. 95 valid for analysis questionnaire were recovered. These forms represented the population and sample of the study.

5-1 variables of the study:

Independent variables: organizational climate;

-dependent variable: organizational change

5-2-Data Analysis Methods:

- Descriptive statistical techniques to describe the characteristics of the study sample using percentages and frequencies.
- "Five - Point-Likert Scale" .
- The statistical package (SPSS) is used for analyzing data and general information.
- Simple linear regression, and multiple regression, and correlation coefficient and interpretation.

5-3 - Research questions and Model of the study:-

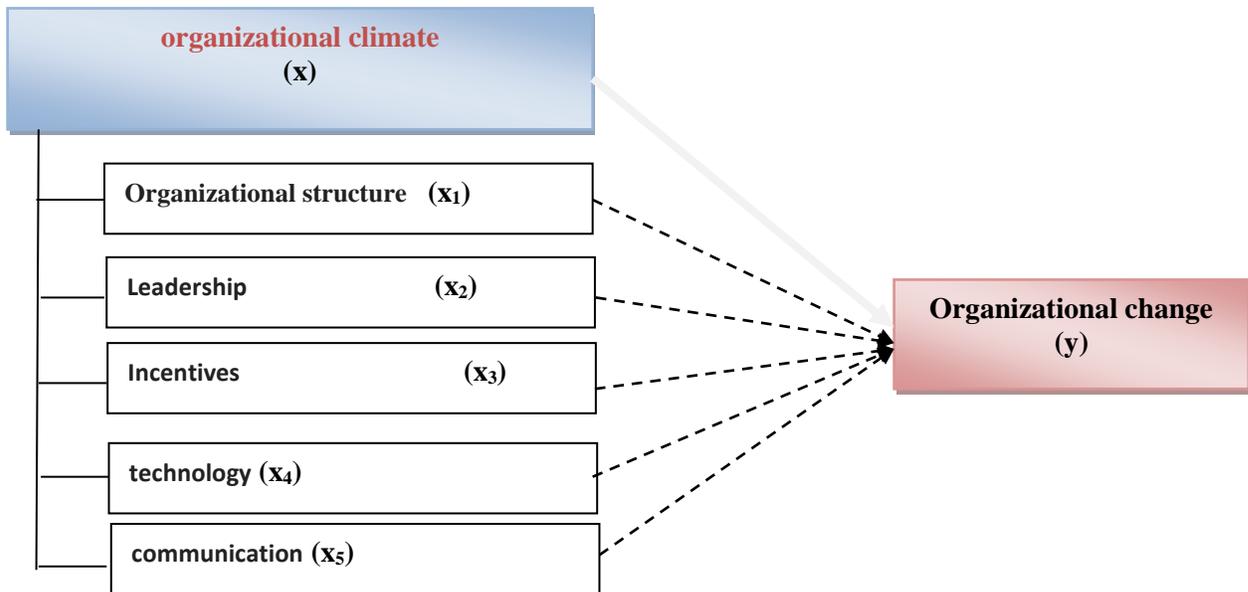


Figure 1:- Model of the study

We used to divide the Likert where it meets every question from the axis of the questionnaire five options divided into grades as follows:

class V	Fourth class	third-class	second-class	First-class
Acceptable strongly	Acceptable	balanced	not agree	Strongly is agree

6-Results of the study data analysis and hypothesis testing

1-data analysis

Table 1. Demographic Data of Samples

<i>Variables</i>	<i>Levels</i>	<i>N°</i>	<i>%</i>
Gender	Male	60	63.2
	Female	35	36.8
Age	20- 30 year	07	7.4
	31- 40 year	35	35.8
	41- 50 years	30	31.6
	50 years and over	24	25.3
Qualifications	Secondary	05	5.3
	Diploma	18	18.9
	Bachelor Degree	60	63.8
	Graduate Studies	12	12.6
Work Experience	Less than5 years	20	21.1
	5 to less than 15 years	21	22.1
	10 to less than 25 years	22	23.2
	25 years and over	32	33.7

Source: Preparation researchers relying on spss output

6-Reliability

Table (2). Reliability

Independent variables	Cronbach's alpha"
Organizational structure (x₁)	72.5%
Leadership (x₂)	81.2 %
Incentives (x₃)	68.3%
technology (x₄)	73.8%
communication (x₅)	71.5%
The dependent variable organizational change(y)	60.1%
all variables a rate	89.2%

Source: Preparation researchers relying on spss output

Note from Table (2) alpha coefficient greater than the minimum acceptable and is 60% to overall reliability coefficient 89.2%, indicating a high reliability.

7-Hypothesis Testing:

7-1.Test secondary hypotheses

- Test the hypotheses of the study:-

First hypothesis: relationship organizational climate and organizational change.

H0: There are no significant differences between the organizational climate **and organizational change**

H1: There are significant differences between organizational climate **and organizational change**.

Table 3:Model Shortcut

Model	The correlation coefficient R	Factor Specifically R ²	Factor Specific ally Debugger	the standard error
1	.239 ^a	.057	.041	.85096

a. Predicted values: (constants), organizational climate

Source: the preparation of researchers and the adoption of the spss20.

Correlation coefficient R = 0,057, equivalent to 57.% of this and to say that there is little between organizational climate **and organizational change** while 2 R correlation coefficient of determination = 0.41 means that 41 % Of organizational climate **and organizational change**

Table (4):ANOVA ^b test of the Of organizational climate and organizational change

Model	Sum of squares	freedom Degree	Average square	Values d	Level of Significanc e
1 Regression	2.546	1	2.546	3.516	.066 ^b
Residuals	42.000	58	.724		
Total	44.546	59			

Since Sig less than α means we reject H 0 and accept H 1

- a. Predicted values: (constants : organizational climate
- b. Variable dependant **organizational change**

Source: data spss

Table (5):Coefficients^a

Model	Standard no transactions		Standard transactions	T	Sig.
	A	Error standard	Beta		
1 organizational climate	2.588	.425		6.086	.000
	.225	.120	.239	1.875	.066

- a. Variable dependant: **organizational change**

Source: data spss

Through the table we can conclude gradient between organizational climate (x) and **organizational change** (y)

$$Y=0.225X +2.588$$

Hypothesis 1

Relationship Organizational structure and organizational change.

H0: There are no significant differences between the **Organizational structure and organizational change**

H1: There are significant differences between **Organizational structure and organizational change.**

Table 6:Model Shortcut

Model	The correlation coefficient R	Factor Specifically R ²	Factor Specific ally Debugger	the standard error
1	.272 ^a	.074	.058	.84336

- a. Predicted values: (constants), **Organizational structure**

Source: the preparation of researchers and the adoption of the spss19.

Correlation coefficient R = 0,074, equivalent to 7.% of this and to say that there is little between **Organizational structure and organizational change** while 2 R correlation coefficient of determination = 0.58 means that 58 % Of **Organizational structure and organizational change**

Table (7): ANOVA ^b Test of the Of Organizational Structure and Organizational Change

Model	Sum of squares	freedom Degree	Average square	Values d	Level of Significance
1 Regression	3.293	1	3.293	4.631	.036 ^b
Residuals	41.252	58	.711		
Total	44.546	59			

Since Sig less than α means we reject H₀ and accept H₁

a. Predicted values: (constants : **Organizational structure**

b. Variable dependant **organizational change**

Source: data spss

Table (8):Coefficients^a

Model	Standard no transactions		Standard transactions	T	Sig.
	A	Erreur standard	Bêta		
1 Organizational structure	2.517	.406		6.200	.000
	.253	.118	.272	2.152	.036

a. Variable dependant: **organizational change**

Source: data spss

Through the table we can conclude gradient between **Organizational structure** (x₁) and **organizational change** (y)

$$Y=0.253 X_1+2.517$$

Hypothesis 2

Relationship Leadership and organizational change.

H₀: There are no significant differences between the **Leadership and organizational change**

H₁: There are significant differences between **Leadership and organizational change.**

Table 9:Model Shortcut

Model	The correlation coefficient R	Factor Specifically R ²	Factor Specific ally Debugger	the standard error
1	.427 ^a	.183	.169	.79231

a. Predicted values: (constants), **Leadership**

Source: the preparation of researchers and the adoption of the spss19.

Correlation coefficient $R = 0,042$, equivalent to 42.% of this and to say that there is little between **Leadership and organizational change** while R^2 correlation coefficient of determination = 0.16 means that 16 % Of **Leadership and organizational change**

Table (10):ANOVA^b test of the Of Leadership and organizational change

Model	Sum of squares	freedom Degree	Average square	Values d	Level of Significance
1 Regression	8.136	1	8.136	12.960	.001 ^b
Residuals	36.410	58	.628		
Total	44.546	59			

Since Sig less than α means we reject H_0 and accept H_1

- a. Predicted values: (constants : **Leadership**
- b. Variable dependant **organizational change**

Source: data spss

Table (11):Coefficients^a

Model	Standard non transactions		Standard transactions	T	Sig.
	A	Error standard	Beta		
1 Leadership	2.277	.317		7.177	.000
	.324	.090	.427	3.600	.001

- a. Variable dependant: **organizational change**

Source: data spss

Through the table we can conclude gradient between **Leadership(x2)** and **organizational change (y)**

$$Y=0.324X_2+2.277$$

Hypothesis 3

relationship Incentives and organizational change.

H0: There are no significant differences between the **Incentives and organizational change**

H1: There are significant differences between **Incentives and organizational change.**

Table 12:Model Shortcut

Model	The correlation coefficient R	Factor Specifically R ²	FactorSpecific ally Debugger	the standard error
1	.282 ^a	.079	.063	.84088

- a. Predicted values: (constants), **Incentives**

Source: the preparation of researchers and the adoption of the spss19.

Correlation coefficient $R = 0,079$, equivalent to 7.9% of this and to say that there is little between **Incentives and organizational change** while R^2 correlation coefficient of determination = 0.063 means that 6.3 % Of **Incentives and organizational change**

Table (13):ANOVA^b test of the Of Incentives and organizational change

Model	Sum of squares	freedom Degree	Average square	Valuesd	Level of Significance
1 Regression	3.536	1	3.536	5.000	.029 ^b
Residuals	41.010	58	.707		
Total	44.546	59			

Since Sig less than α means we reject H_0 and accept H_1

- a. Predicted values: (constants : **Incentives**
- b. Variable dependant **organizational change**

Source: data spss

Table (14):Coefficients^a

Model	Standard no transactions		Standard transactions	T	Sig.
	A	Error standard	Beta		
1 Incentives	2.638	.340		7.763	.000
	.230	.103	.282	2.236	.029

- a. Variable dependant: **organizational change**

Source: data spss

Through the table we can conclude gradient between **Incentives (x3)** and **organizational change (y)**

$$Y=0.23X_3+2.638$$

Hypothesis 4

Relationship technology and organizational change.

H0: There are no significant differences between the **technology and organizational change**

H1: There are significant differences between **technology and organizational change.**

Table 15:Model Shortcut

Model	The correlation coefficient R	Factor Specifically R ²	Factor Specific ally Debugger	the standard error
1	.484 ^a	.235	.221	.76671

- a. Predicted values: (constants), **technology**

Source: the preparation of researchers and the adoption of the spss19.

Correlation coefficient $R = 0,23$, equivalent to 23.% of this and to say that there is little between **technology and organizational change** while 2 R correlation coefficient of determination = 0.221 means that 22 % Of **technology nd organizational change**

Table (16):ANOVA^b test of the Of technology and organizational change

Model	Sum of squares	freedom Degree	Average square	Valuesd	Level of Significance
1 Regression	10.451	1	10.451	17.778	.000 ^b
Residuals	34.095	58	.588		
Total	44.546	59			

Since Sig less than α means we reject H 0 and accept H 1

- a. Predicted values: (constants : **technology**
- b. Variable dependant **organizational change**

Source: data spss

Table (17):Coefficients^a

Model	Standard non transactions		Standard transactions	T	Sig.
	A	Error standard	Beta		
1 technology	1.804	.382		4.725	.000
	.442	.105	.484	4.216	.000

- a. Variable dependant: **organizational change**

Source: data spss

Through the table we can conclude gradient between **technology(x4)** and **organizational change (y)**

$$Y=0.442X4+1.804$$

Hypothesis 5

relationship communication and organizational change.

H0: There are no significant differences between the **communication and organizational change**

H1: There are significant differences between **communication and organizational change.**

Table 18:Model Shortcut

Model	The correlation coefficient R	Factor Specifically R ²	Factor Specific ally Debugger	the standard error
1	.248 ^a	.062	.045	.84898

- a. Predicted values: (constants), **communication**

Source: the preparation of researchers and the adoption of the spss19.

Correlation coefficient R = 0,62, equivalent to 62.% of this and to say that there is little between **communication** and **organizational change** while 2 R correlation coefficient of determination = 0.045 means that 4,5 % Of **communication** and **organizational change**

Table (19):ANOVA^b test of the Of communication and organizational change

Model	Sum of squares	freedom Degree	Average square	Values d	Level of Significance
1 Regression	2.742	1	2.742	3.804	.056 ^b
Residuals	41.804	58	.721		
Total	44.546	59			

Since Sig less than α means we reject H 0 and accept H 1

a. Predicted values: (constants : **communication**

b. Variable dependant **organizational change**

Source: data spss

Table (20):Coefficients^a

Model	Standard non transactions		Standard transactions	T	Sig.
	A	Error standard	Beta		
1 communication	2.543	.432		5.881	.000
	.227	.116	.248	1.950	.056

a. Variable dependant: **organizational change**

Source: data spss

Through the table we can conclude gradient between **communication** (x5) and **organizational change** (

$$Y=0.227 X5+2.543$$

Conclusion

Through this analytical study and exploit the field experiences and after friction with company customer "(sonelgaz)" can say that " Organizational climate (OC) plays an important role in the organizational change of an organization. In addition, organizational change has become critical for nations, organizations and individuals in an increasingly complex and challenging world. Yet, very few studies are designed to organizational change the causal path of the effect of organizational change on organizational performance system atically by examining the influence of organizational climate The study recommends the following:

- focus on providing all employees of the company associated with any future regulatory changes information.
- Organizational Change has become an issue of concern to modern organizations as it is carried out in an environment that changes instantly and rapidly. Being an

open system, in order to guarantee its growth and stability, the company is obliged to adapt to this dynamic by taking into account the challenges and opportunities in its environment.

- Spreading the culture of voluntary organizations conduct among employees by attending voluntary associations and committees, and put prizes for those who exercised.
- The need for full awareness of each organization believed that the process of change is not limited to the leadership level, but include all members of the institution
- The need to support workers sense of leadership to them.
- The senior management attention to the consent of the workers and the development of organizational citizenship behaviors they have done the following way:- Equality between all employees.:- Develop a spirit of friendship and understanding between the presidents and between subordinates and subordinates, some of them; Require periodic informal meetings presidents and subordinates pool.
- workers engage in any regulatory changes by emphasizing the idea that organizational change should come from them (workers) until positive results due to the process of organizational change.

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