Original Research Article

Developed Strategies for Improvement Organizational Climate and Job Performance of Administrative Employees at Faculty of Nursing, Zagazig University in Egypt

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ABSTRACT

Background: Organizational climate is a social structure that can either promote performance or impede it, and thus may be considered a buffer between individual skills and motivation and various work outcome. The aim of Present study is to be developed strategies for improvement organizational climate and job performance of administrative Employees at faculty of nursing, Zagazig University in Egypt.

Methods: The study was conducted at faculty of nursing Zagazig University, Egypt. Methodological design was used to achieve the objectives of the present study. Two types of samples were used: A convenience sample of administrative Employees and Jury committee. The questionnaire sheets were used to collect data organizational climate assessment, job performance assessment questionnaire and opinionnaire sheet.

Results: both female and male employees reported negative perception about all dimensions of organizational climate as pattern of communication, organizational structure, employee participation in decision making and the nature of work, technology and leadership (76.9%, 64.6%, 63.1%, 61.5%, 58.5%, 50.8%) respectively. the faculty employees never coordination and cooperation with others to perform the work, correct errors resulting from the performance of their work is available, have ability that enables them in innovation and work development, adjustment in the case of emergency situations at work, (78.5%, 76.9%, 75.4%, 73.8%,) respectively, no statistically significant relations between personal data and employee performance.

Conclusion: total organizational climate were negative, total employee job performance not satisfactory, highly statistically significant positive correlation between total organizational climate and employee job performance, no statistically significant relations between personal data and employee performance. All dimensions and items of organizational climates and job performance considered weak point. Developed and validate strategies for improvement organizational climate and job performance of administrative Employees

Key words: Organizational climate, job performance, Performance appraisal, administrative Employees, developed strategies.

INTRODUCTION

Climate is one of the most powerful, yet overlooked factors when determining the performance of a particular organization or work team. [1] In addition, atmosphere of a faculty has a major impact on the

organizational behavior and because administrators can have a significant, positive influence on the development of the personality of the faculty, it is important to describe and analyze faculty climate. [2] Organizations of all kinds have begun to pay considerable attention to their organizational cultures and climates because it is widely recognized that the informal norms and perceived atmosphere of an organization may make some individuals feel accepted and welcome and others marginalized. Increasingly, researchers, administrators, and practitioners are recognizing the importance of organizational environment on quality of work life and quality of care. [3] Organizational climate is a general term that refers to employee perceptions of the work environment; it is a set of internal characteristics that distinguishes one organization from another. Thus, faculty climate is a relatively ending quality of the faculty environment that is experienced by participants, affects their behavior, and is based on their collective perceptions of behavior in the faculty. [4]

Four types of climates such as open climate engaged climate, disengaged climate and closed climate. [5,6] However, anther two types of climates: Ethical climate, and safety climate. [7-9] Additionally, six types of climate arranged along a continuum from open to closed, with variations in between: open, autonomous, controlled, familiar, paternal, and closed. Multiple types of climates may exist within a single organization. [10] Dimensions of the organizational climate are defined in different ways by various authors who stated that, organizational climate has ten dimensions: idea support, idea time, challenge and involvement, freedom, trust/openness, conflict, debate, playfulness/humor, risk-taking, and dynamism/liveliness. [11] However, the factors such as organization structure,

relations between the employees and management, managerial support, participation in decision making, technology and nature of the work may be considered as the fundamental components of the organizational climate. Meanwhile, climate dimensions classify into two types sociological dimensions and environmental dimensions and the six dimensions of organizational climate are flexibility, responsibility, standards, rewards, clarity and team commitment. [12]

Performance which can be defined as statistical information based on quantitative measures has the resources and activities produced by health authorities and sent to the development of health. Performance influences the outcomes of the services capabilities and productivity. [13] There are several factors that affect the employees performance, which include expectations of the institution, expectations of work colleagues, expectations of reference groups such as professional organizations, own expectations that is own role image, nature of work assignments, the job duties outlined in the job description, quality and amount of work related communication. [14] Performance data are usually obtained from three resources which are written reports, oral reports and personal observation which involve going to area of activities and watching what is occurring through work methods, administrative Employees nonverbal signals and the general operation. [15] Performance appraisal is defined as a structured formal interaction between a subordinate and superior that usually takes the form of a periodic interview (annual or semi-annual), in which the work performance of the subordinates is examined and discussed with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development. [16-17]

Objectives of performance appraisal are to provide opportunity; for self-evaluation, to receive appropriate feedback, and to provide a record of performance. [18] Motivational purposes as stimulation effort to perform better. Legally, defensible reasons for making promotion, transfer, reward and discharge decisions. Human resource planning; compensation; helps to identify what to pay and what will serve as an equitable monetary package. Communication purposes; the rater and rate get to know each other through communication. [25] Six steps in performing evaluation: 1) establish performance standards for each position and the criteria for evaluation, 2) establish performance evaluation policies on when to rate, how often to rate and how should rate, 3) have rater gather data on employee performance, 4) discuss the evaluation with the employee, 5) have rates and employee in some systems evaluate employee's performance, and 6) make decisions and file the evaluation. [19,20] There is no one performance appraisal system, which will work equally well in all work settings. A number of techniques are available for use & more than a method can be used such as I-Comparative methods included Ranking, Paired comparison, Forced distribution; II-Rating Methods: Graphic rating scale, numerical rating scale, Checklist and Forced choice; III-Written Methods: anecdotal record, Critical incident diary, Essay; Special Methods as behaviorally anchored rating scale, Management by objective approach and Peer review. There were many characteristics of an evaluation tool such as: Simplicity, validity, discriminating, reliability and objectivity. [21,22]

One of the main challenges that faced higher education institutes and faculties is quality assurance and accreditation to meet the international standard for accreditation. According to that,

If the faculty of nursing, Zagazeg university wants to secure quality in the educational process, emphasis cannot be placed only on the new concepts such as : mission, vision, standards, credit system ,pedagogical design, or stakeholders ,etc, but on the active participation by every faculty member ,their assistants and administrative Employees at faculty. Additionally, Peer Review Report on the Developmental Engagement for Faculty of Nursing, Zagazig University (2007), National quality assurance and accreditation committee which recommended that faculty of nursing, need modification related to design, Employees and faculty member therefore, the aim of this study was to develop strategies for improvement organizational climate and job performance of administrative Employees at faculty of nursing, Zagazig University in Egypt.

The objectives were to:

1. Assess organizational climate at faculty of nursing.
2. Assess level of job performance among employee.
3. Identify the correlation between organizational climates and job performance of administrative Employees at faculty.
4. Assess the relationship between personal data and job performance of administrative Employees at faculty.
5. Develop strategies for improvement organizational climate and job performance of administrative Employees at faculty of nursing, Zagazig University in Egypt.
6. Validate the developed strategies for improvement organizational climate and job performance of administrative Employees.

MATERIALS & METHODS

The study was conducted at faculty of nursing Zagazig University, Egypt.

Methodological design was used to achieve the objectives of the present study. Two types of samples were used: A convenience sample (65) of administrative Employees and Jury committee (10).They were faculty staff members from faculty of nursing Ain shams, Cairo, Zagazig, and faculty of Commerce at Zagazig universities, Egypt. Two tools was modified by the researcher guided by [23-25] that included organizational climate assessment questionnaire (62 question) filled by administrative Employees, job performance assessment questionnaire (18 question) filled by direct supervisors of administrative Employees and opinionnaire sheet. The researcher tests the content validity and reliability of the tool and strategies for improvement organizational climate and job performance of administrative Employees. Data analysis was done by SPSS software in the form of frequencies and percentages for qualitative variables, and means and standard deviations for quantitative variables. Chi–square test (χ^2) was used to detect the relation between the variables. Statistical significance was considered at p-value <0.05. Based on the results and guided by [26,27] concluded strength and weak points of organizational climate and job performance through used Weighted mean equation = $\sum xi fi$ / $\sum fi$ (n)

RESULTS
Table (1): Amongst the 65 study subjects, (56.9 %) had age more than > 40yrs, with mean age41.89 ±12.525 and 55.4% of them had years of experience more than >10;Educational qualifications, the majority (67.7%) of the study sample had baccalaureate degree. Regarding gender (67.7%) were female employee and 84.6 of them married.

Table 1: Personal data of the study participant at faculty of nursing, Zagazig University (no=65).

Personal Data	No	%
Age in years:		
▪ <30	22	33.8
▪ 30 – 40	6	9.2
▪ 40	37	56.9
x ± SD	41.89 ±12.525	
Range	22 – 59Y	
Years of experience:		
▪ <5	17	26.2
▪ 5-10	12	18.5
▪ >10	36	55.4
x ± SD	16.5692 ± 12.08947	
Range	1.00 - 37.00Y	
Sex of employee:		
▪ Male	21	32.3
▪ Female	44	67.7
Educational qualifications:		
▪ high Baccalaureate degree	44	67.7
▪ moderate Diploma	21	32.3
Job position:		
▪ Generaldirector	2	3.1
▪ seniorspecialists	11	16.9
▪ Specialist	30	46.2
▪ Starter or writer	14	21.5
▪ secretary	6	9.2
▪ Technical	2	3.1
Marital status:		
▪ Married	55	84.6
▪ Not Married	10	15.4

Table 2: Frequency distribution of opinions of the study sample subjects about organizational climate at faculty of nursing, Zagazig University

Organizational climate	Negative climate < 60%		Positive climate > 60%	
	No	%	No	%
Organizational structure	42	64.6	23	35.4
Leadership	33	50.8	32	49.2
Employee participation in decision making	41	63.1	24	36.9
Pattern of communication	50	76.9	15	23.1
The nature of work	40	61.5	25	38.5
Technology	38	58.5	27	41.5
Total Organizational climate	41	63.1	24	36.9

Table (2): Clarifies that, both female and male employees reported negative perception about all dimensions of organizational climate as pattern of communication, organizational structure, employee participation in decision making and the nature of work (76.9%, 64.6%, 63.1%, 61.5) respectively followed by technology and leadership(58.5%, 50.8%) respectively. Additionally, total organizational climate were negative.

Table 3: Frequency distribution of opinions of direct supervisors about job performance of administrative employees at faculty of nursing, Zagazig University

Performance	Never		Sometime		Always	
	No	%	No	%	No	%
It is keen on achieving theoverall objectives of the college	47	72.3	15	23.1	3	4.6
The work required to be achieved is done on time	44	67.7	18	27.7	3	4.6
Personnel assume responsibility for the daily burden of work	47	72.3	12	18.5	6	9.2
There are commitment and adherence to regulations and labor laws	35	53.8	28	43.1	2	3.1
There is adjustment in the case of emergency situations at work	48	73.8	12	18.5	5	7.7
There are Coordination and cooperation with others to perform the work	51	78.5	12	18.5	2	3.1
The personnel are keen on carrying out the working accordance with the plans and programs	33	50.8	19	29.2	13	20.0
Leaders provide appropriate training for workers to enable them to do their jobs well	38	58.5	23	35.4	4	6.2
Management's commitment to the quality of performance helps to improve the level of performance of employees	49	75.4	13	20.0	3	4.6
The workers have ability that enables them in innovation and work development	49	75.4	13	20.0	3	4.6
The ability of employees to correct errors resulting from the performance of their work is available	50	76.9	7	10.8	8	12.3
Direct supervision and continuous monitoring by superiors lead to improve the level of performance of employees	20	30.8	27	41.5	18	27.7
Personnel Commit to official working time	45	69.2	9	13.8	11	16.9
Workers have the desire and passion to get the job done	20	30.8	18	27.7	27	41.5
Workers spend enough time to complete the work properly	21	32.3	34	52.3	10	15.4
Workers spend sufficient effort to complete the work properly	34	52.3	21	32.3	10	15.4
Workers have a full working knowledge of the requirements of the job performed	21	32.3	22	33.9	22	33.8
Implementing orders and instructions issued by direct official concerning work.	21	32.3	22	33.8	22	33.8
Total Performance: Not satisfactory (< 60%) Satisfactory (> 60%)	39 26	(60.0%) (40.0%)				

Table (3): the faculty employees never coordination and cooperation with others to perform the work, correct errors resulting from the performance of their work is available, have ability that enables them in innovation and work development, adjustment in the case of emergency situations at work, assume responsibility for the daily burden of work, keen on achieving the overall objectives of the college and commitment and adherence to regulations and labor laws (78.5%, 76.9%, 75.4%, 73.8%, 72.3%, 72.3%, 53.8%) respectively. Followed by, Management's never commitment to the quality of performance helps to improve the level of performance of employees and leaders never provide appropriate training for workers to enable them to do their jobs well (75.4%,58.5%) respectively. Finally, total employee job performance not satisfactory.

Table 4: Correlation between dimension of organizational climate and job performance of administrative Employees

Organizational climate	Performance	
	r	p
Organizational structure	053.	.678
Leadership	.452**	.000
Employee participation in decision making	416**	.001
Pattern of communication	.224	.073
The nature of work	.516**	.000
Technology	.395**	.001
Total Organizational climate	.416**	.001

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

Table (4): reveals that there were highly statistically significant positive correlation between organizational climates dimension and employee job performance such as leadership, employee participation in decision making, the nature of work and technology at p. value (.000, .001, .000, .001) respectively. Moreover, highly statistically significant positive correlation between total organizational climate and employee job performance at p value (.001).

Table (5):The relation between personal data and and job performance of administrative Employees

Personal data	Performance				X²	P-value
	Not satisfactory (< 60%)		Satisfactory (> 60%)			
	No	%	No	%		
Age in years:						
• <30	16	41.0%	6	23.1%		
• 30 – 40	1	2.6%	5	19.2%	6.184	.045
• > 40	22	56.4%	15	57.7%		
Years of experience:						
• <5	13	33.3%	4	15.4%		
• 5-10	6	15.4%	6	23.1%	2.718	.257
• >10	20	51.3%	16	61.5%		
Sex of employee:						
• Male	10	47.6%	11	52.4%	1.981	.159
• Female	29	65.9%	15	34.1%		
Educational qualifications:						
• Baccalaureate degree	25	56.8%	19	43.2%		
• moderate Diploma	14	66.7%	7	33.3%	.574	.448
Job position:						
• Generaldirector	0	.0%	2	100.0%		
• seniorspecialists	7	63.6%	4	36.4%		
• Specialist	18	60.0%	12	40.0%	4.156	.527
• Starter or writer	10	71.4%	4	28.6%		
• secretary	3	50.0%	3	50.0%		
• Technical	1	50.0%	1	50.0%		
Marital status:						
• Married	30	54.5%	25	45.5%		
• Not Married	9	90.0%	1	10.0%	4.432	.035

Table (5): presents that there were no statistically significant relations between personal data and employee performance.

Table (6) Weighted mean of one dimension of organizational climate (organizational Structure).

Organizational Structure	Weighted mean
1. qualifications and specialties of the faculty employee commensurate with the nature of the functions and duties of their jobs	1.33
2.The organizational structure of the faculty leads to speed in the completion of work and high quality	1.4
3. the structure of the college where I work is characterized by good design	1.41
4. There is a high level of communication and cooperation between the parts of the organizational structure	1.47
5.There is Compatibility and consistency with the nature of the functions of the organizational structure	1.49
6. The organizational structure of the faculty corresponds with the nature and functions of the faculty	1.6
7. The division of labor in the faculty helps to achieve its objectives	1.61
8.The organizational structure is characterized by flexibility in faculty	1.64
9. There is a great degree of clarity in the nature of the relationships between superiors and subordinates university	1.86
10. There is a degree of overlap and duplication in the business and jobs	1.98

Table (6): Reveals that all items of organizational structure arranged from weak point to strength point .in additions all items considered weak point.

DISCUSSION

Positive organizational climate is not a goal into itself but is a key link in a faculty ability to maintain and improve performance. Administration and direct supervisors are responsible for creating organizational climates that would help faculty members to achieve their multiple

roles. So, this study was conducted to identify, therefore reach solutions of their problems.

Regarding, organizational climate at faculty of nursing, Zagazig University, results of the present study revealed that both female and male employee suffered from negative organizational climate were related to pattern of communication, organizational structure, employee participation in decision making and the nature of work , followed by technology and leadership. This may be due to that administration and direct supervisors don't use decision making process and problem solving process, there may be some situations which need an autocratic style and attributed to the Egyptian culture, in that older members did not have more ability to learn technology. Conversely, the present study finding disagreed with findings of many researchers: as [28] clarified that member are satisfied about sharing in making decisions. Moreover, [29,30] who found that member's participation in goal setting and decision-making promotes their communication skills, are more comfortable, more committed to their organization and conflicts among them are reduced. In this respect, [31] stated that, should be working closely with individual faculty, employees, departments, staffs, and faculty committees, with a view toward clarifying and supporting their interests and ambitions. This result agreed with [32] in Algerian, who clarified that organizational climate was moderately open.

As well, [33] who conducted a study to identify the trends of employees in Makkah Region Principality towards organizational climate and its relationship to their performance career, and found that all dimension of organizational climate were moderate. Furthermore, in Palestine [25] who investigates the effects of organizational climate on the professional performance employees at the Islamic University revealed that a positive organizational climate is available at the Islamic University .Recently, in Egypt [24] who conducting a study under title the relationship between organizational climate and organizational commitment and job satisfaction and reported that more than half of participants sometimes share in making decisions and reported that the total organizational climate was moderate. This may be related to the inability of the principle to make changes required in the college to improve methods of communication, decision-making and solve problems.

This result is supported by, [34] who mentioned that study participant never share in decision making and climate as a whole is low and below the level required. On the same line, [25] who recommended that, development of organizational structures and design of new structures are flexible so as to be able to enhance their ability to cope with emergency conditions and external developments and the environmental conditions they face and pay special attention to the university administration to all elements of the organizational climate In this aspect [35] in USA mentioned that more than 40 percent report that they do not receive clear and regular feedback from their managers on how well they do their work and 30 percent of employees indicate that they do not have enough authority to carry out their jobs effectively.

The important finding from the result of this study was that job performance of employee at faculty of nursing, Zagazig University, the result of the present study revealed that the faculty employees never coordination and cooperation with others to perform the work, correct errors resulting from the performance of their work is available, have ability that enables them in innovation and work development,

adjustment in the case of emergency situations at work, assume responsibility for the daily burden of work, keen on achieving the overall objectives of the college and commitment and adherence to regulations and labor laws (78.5%, 76.9%, 75.4%, 73.8%, 72.3%, 72.3%, 53.8%) respectively. Followed by, Management's never commitment to the quality of performance helps to improve the level of performance of employees and Leaders never provide appropriate training for workers to enable them to do their jobs well (75.4%,58.5%) respectively. Finally, total employee job performance not satisfactory.

This could be attributed to employee dissatisfaction about organization climate as a whole, high workload, low morale, stress, lack of a sense of stability and job security lead to employee don't seek to achieve the goals of the college, performing too many tasks in too little time were the frequent complaints among employee, This could be due to absence of motivation and incentives system in the faculty such as development award quality performance of the employee and the announcement of the perfection, distinguished administratively, lack of training about team work, lack of communication, sense of participation and collaboration between employee's, conflicts among them, lack of commitment to their organization and dissatisfaction.

Many researches not in accordance with this result: as [36] who investigate organizational climate and its relationship to job performance: a survey study in KSA and [37] who conducting a study under title the impact of organizational climate on the performance of human resources, and flinging reveal that positive perception toward job performance, that may be due to availability of appropriate organizational climate. Moreover, [25] found that very good level of professional performance among the employees at the Islamic University. On the

same way, [14] mention that, an effective employee is a combination of a good skill set and a productive work environment. Many factors affect employee performance that managers need to be aware of and should work to improve at all times. To get the maximum performance from employees, you need to provide them with the tools they need to succeed.

Another interesting and important finding from the result of this study was that Correlation between dimension of organizational climate and job performance of employee, the results of the present study revealed that there were highly statistically significant positive correlation between organizational climates dimension and employee job performance such as leadership, employee participation in decision making, the nature of work and technology at p. value (.000, .001, .000, .001) respectively. Moreover, highly statistically significant positive correlation between total organizational climate and employee job performance at p. value (.001).This finding is compatible with previous results as: [38] mentioned that key workplace climate facet influencing employee performance capacities is the one that shapes and conditions employee perceptions about the value of learning new skills and workplace climates play essential roles affecting employees performance.

In addition, [39] in Saudi Arabia, who investigated the relationship between the dimensions of organizational climate and employee commitment and mention that previous research identified that positive climate, can contribute to strong employee motivation, productivity empowerment, job satisfaction, commitment and strong driver for bottom-line performance. Moreover, [25] conducted a study among 320 employees randomly selected and found that, greater positive relations between a good organizational climate and Employees job

performance at the Islamic University with Statistical coefficient at 0.05. Furthermore, [33] reported that, direct correlation statistically significant at the level of 0.01 or less between the orientations Employees in Makkah Region Principality about the climate and the level of their career performance.

Considering relation between personal data and employee performance, the findings of the present study reported that there were no statistically significant relations between personal data and employee performance. This might be due to the similarity ofthe circumstances of the organizational climate, where both males and females work in the same conditions, same place and the same surrounding environment. In agreement with the previous result, in Palestine [37] examined impact of organizational climate on the performance of human resources among 475 randomly selected employees and found that there was no statistically significant relation between performance and personal data. Moreover, [25] reported that there was no statistical coefficient at 0.05 for the responses of the sample members related to sex, educational level and place of work and performance. On the other hand, [40] in Makka and [33] in Gaza reveals that, there was statistically significant relations between personal data and employee performance.

CONCLUSION

Total organizational climate were negative, total employee job performance not satisfactory, highly statistically significant positive correlation between total organizational climate and employee job performance, no statistically significant relations between personal data and employee performance. All dimensions and items of organizational climates and job performance considered weak point. Developed and validate strategies for improvement organizational climate and job performance of administrative Employees.

Recommendations

1. The suggested strategies should be implemented to enhance strength points and improve weak points related to organizational climate and job performance of administrative Employees.
2. Review strategies every year or periodically as the need for any changes and developments.
3. Administration of the faculty should be pay special attention to all elements of the organizational climate as an important variable contributing to the impact on job performance of administrative Employees.
4. Development of faculty organizational structures and design of new structures are flexible so as to be able to enhance their ability to cope with emergency conditions and external developments and the environmental conditions they face.
5. Strengthen leadership and support to the perceived needs of workers and working to provide these needs to enable workers to do their work and duties required of them to the fullest.
6. Continuous evaluation of job performance must be done to correct deviation and achieve objectives.
7. In-service education programs and workshop for administrative Employees should be inserted to the faculty systems that are of concern to interpersonal relationship and dealing with technology.
8. Based on job description there must be clarification of administrative Employees responsibilities to avoid the confusion of roles and unrelated tasks.

9. Continuous supervision of employees for the detection of the performance weakness should be indented and corrected.
10. Using motivation strategies by direct supervisors to activate Employees to improve them self.

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