Linking the organizational climate and organizational commitment to the behavior of empowering workers during the Covid 19 pandemic
- A case study of the General Hospital of El Biir Constantine –

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Abstract: The aim of this study is to assess the perceptions of health care employees of the organizational climate and to test the hypothesized effect of empowering workers on organizational commitment and organizational climate, as the study adopted a quantitative approach, by collecting data from health care workers currently working in public hospitals in El Bire General Hospital in Constantine, using A self-administered questionnaire, the collected data were analyzed with the help of the Statistical Package for the Social Sciences, ANOVA and linear regression analyzes were used to test the hypotheses.

The results showed that organizational climate is closely related to organizational commitment and employee perceived empowerment. The results of the simple linear regression indicated that the empowering behavior of the two-year-old is important in predicting organizational commitment and organizational climate, which will lead to important results about service delivery in the Albert health care institution of Constantine during the COVID-19 pandemic.

Keywords: Public hospitals; climate; organizational climate; employee empowerment; organizational commitment.

Jel Classification Codes : D23 ; H83

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Introduction

Simply put, organizational climate is the sum of rational psychological climates, which are individuals' perceptions about their work environments. Personal and work performance, in addition, requires organizations in the contemporary environment that are going through a global financial crisis and working in conditions of intense competition, such as the Covid-19 pandemic, to create an appropriate organizational climate that helps them achieve their performance with critical efficiency, as well as enhance their competitiveness through Innovating and implementing renewable and creative ideas, as well as constantly improving and updating them in order to provide the best and fastest services.

There has also been a growing interest in the relationship between management and employees in both the business and academic world since the 1930s. The attitudes of employees towards their organization, as a result of their work environment, is an important issue in the literature on organizational behavior. Employee behavior in organizations is a result of their personal characteristics as well as the environment in which they work. In this regard, organizational climate is an important aspect of understanding work-related employee behavior and has been discussed in the organizational behavior literature.

Accordingly, the aim of this study was to assess the relationship between organizational climate, organizational commitment and employee empowerment among health care professionals who are currently working at El-Bir General Hospital in Constantine, where the study aims to reveal the nature of the relationship between dependent and independent variables that is empowering workers (independent variable) On organizational climate (dependent variable 1) and organizational commitment (dependent variable 2)

Based on the foregoing and within the framework of what was discussed, the problem of the study can be formulated as follows:

How does the level of linking the organizational climate and organizational commitment affect the behavior of empowering workers during the Covid 19 pandemic - a case study of the El-Bir Public Hospital Constantine-?

Study Hypotheses: To answer the problem formulated in the study, we formulated the following hypotheses:

As a result of the literature review, the study adopted four hypotheses to be tested:

H1: There is a positive relationship between employee empowerment and organizational climate.

H2: There is a positive relationship between employee empowerment and organizational commitment.

H3: Employee empowerment is statistically significant in predicting the organizational climate.

H4: Empowerment of employees is statistically significant in predicting organizational commitment.

Importance of the study: The importance of the current study is reflected in the fact that it aims to address the relationship between organizational climate, organizational commitment and the perceived empowerment of health care workers in health care settings in Constantine, where the study will contribute to the current literature by providing empirical evidence about the effect of empowering workers on commitment. Organizational and organizational climate using perceptions of health care workers in Constantine public hospitals. However, previous literature includes extensive research regarding the relationship between these three concepts separately, and the current study contributes to current knowledge by analyzing the effect of empowering workers on organizational commitment and perceived organizational climate. Collectively, in contrast to the current studies in the literature.

Study Methodology: The deductive approach was relied on with its tools: description and analysis, through a theoretical description, explanation and analysis of various concepts related to the organizational climate, empowering workers, organizational commitment and then going to the field of study. The appropriate inductive approach was used to study the case through the use of the questionnaire tool. As well as collecting, organizing and analyzing data in order to reach a hypothesis test.

I. Theoretical framework

I. 1. The concept of organizational climate

Contemporary studies and intellectual trends in the study of organizational behavior have been largely concerned with the organizational climate [1] as it includes all the prevailing variables in the work framework such as intellectual values, customs, cultural effects and material dimensions that mainly affect the organizational behavior of individuals, groups and organizations [2]

While (Al-Hiti and Yunus, 1987) emphasized that it is "a set of laws, regulations, methods and policies that govern the behavior of individuals in a particular organization, and it also distinguishes the organization from other organizations that an organization enjoys a democratic and archaic climate as it is archaic and archaic. It is said with what is available in it "[3]

And Omari-Al (1996) pointed out that the organizational climate is "a set of characteristics that take care of the organization from other organizations, and these characteristics have the characteristic of relative stability in the organization's work environment, and these characteristics and characteristics of management policies and practices constitute the characteristics of it. in the organisation".

By reviewing the previous definitions, the organizational climate can be defined as a set of elements and distinctive characteristics of the organization that workers realize through their interaction with organizational variables in the work environment and with other individuals, and these characteristics have the ability to influence workers' motives and behaviors [4]

The importance of the organizational climate The importance of the organizational climate lies in the study of its concepts and dimensions, which act as a mediator between job satisfaction and organizational performance, and then achieving compatibility between the goals of the individual and the goals of the organization, as well as contributing to the success of the national economy, as well as contributing to the success of the national economy. Providing an appropriate organizational climate for it that will lead to an increase in the national product and national income [5], and then the individual income, which achieves satisfaction and psychological stability and drives performance and creativity at work. On its impact on the reactions of workers, as it guarantees high productivity and job stability, as well as towards their work and the work of their colleagues and senior management [6].

Empowering employees: Effendi (2003) defined it as "a management strategy based on giving employees the power to act, take decisions, and actively participate in managing their organizations, solving their problems, creative thinking, and taking responsibility and control."[7]

There are those who see empowerment as representing the administrative strategy that is based on giving workers the power that enables them to participate in the management of the organization, and provides the opportunity for them to take the appropriate decisions required by the nature of their work.[8]

Dimensions of employee empowerment: There is a noticeable discrepancy among researchers about determining the dimensions of employee empowerment, and accordingly, the dimensions on which most of the book is unanimous have been chosen, and they are as follows: [9]

Communication and information sharing: it means the information needed to make decisions that managers obtain and keep because they do not trust employees, so it is considered one of the main dimensions because it contains participation, trust and information.[10]

Team building: It is one of the strengths in the application of empowerment because of the important role of teamwork in facing problems and rationalizing the consumption of resources effectively and efficiently.[11]

Influence: means the individual's awareness that he has an influence on the decisions that are taken and the policies set by the organization, especially those related to his work. This awareness or feeling does not come if the individual influences or controls less important matters in his work.

 -Motivating employees: material and moral incentives contribute to empowering workers by increasing their motivation, satisfaction, and job affiliation, especially when their needs are satisfied.[12]

Strength: the organization should have the desire and ability to change the power structure in the organization, and encourage its employees to feel strong and successful, by giving them more freedom to act in everything related to their work.[13]

I. 2. The concept of organizational commitment

There have been many definitions that explain organizational commitment. As for the first to provide a definition of organizational commitment, Kanporter and Smith 1970, where they looked at it from a psychological perspective and described it as "an active and positive orientation towards the organization." As Wiener defined it as "the inner feeling that pressures an individual to act in the manner in which the interests of the enterprise can be served."[14] It is noted that there is clear agreement that the concept of commitment is embodied in three elements:

- Congruence between the individual and the organization with values and goals.

- Strong desire to retain the individual's membership in the organization

-Willingness to make an extra effort for the benefit of the organization to achieve its goals[15]

-Dimensions of organizational commitment: They are as follows:

Emotional (emotional) commitment: This concept refers to "the worker's emotional connection, compatibility and integration with the organization, [16] where we find that workers with high emotional commitment continue to work in the organization because they want to continue working because they agree with him [17]

Continuity commitment (survival): This concept refers to the individual's readiness to remain in the organization because of his indispensable personal investments [18], which are represented by working relationships with colleagues, retirement, and profession. [19]

Normative commitment: Normative commitment is the last dimension of organizational commitment that expresses the moral and personal commitment to adhere to the values and objectives of the organization and is the result of being influenced by social, cultural and religious values.[20]

II Application framework

Through this axis, we will try to present the results of the statistical analysis of the data in the questionnaire, by reviewing the characteristics and components of the sample and describing the study variables.

II. 1. Analysis model

In order for the study to achieve its desired goals, we used the questionnaire as a tool for data collection, and the statistical program spss for analysis.

For data analysis in this study, we used PLS with smart PLS version 3.2.7 and version 20. With Smart PLS, two steps were implemented, namely, the scaling model and the structural model.

Study population and sample: The study used the information collected from Al-Bir General Hospital, the study sample consists of 300 health care employees who are currently working full-time at Al-Bir General Hospital for the year 2020.

A simple random sampling method was used in order to select study participants. When calculating the minimum sample for respondents, which was required to represent the universe, a 90% confidence level and 5 confidence intervals were taken into account for the total BGH healthcare workers, approximately 300 questionnaires were manually dispensed, and 300 were collected again. However an inadequate answer was found to some of them, so they were left out of consideration. Finally, 300 feedback questionnaires were used with a response rate of 100%, and the reliability of the measurement tools was studied before moving on to the actual analysis to test the hypotheses. The minimum Cronbach's alpha level was above 0.7 for all instruments.

Statistical analysis results: Through the questionnaire data, we were able to know the distinctive characteristics of the study sample.

Study model: It is shown in Figure 1, based on previous studies.

Figure(1) A putative model of the study

H3				H4
	H1		H2	
organizational climate	←	Empowering workers	→	organizational commitment
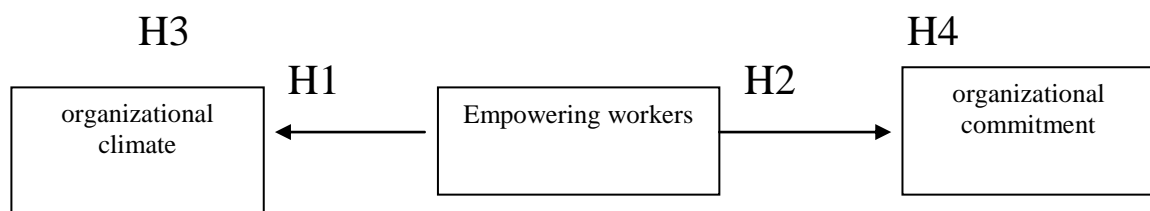
Source: Prepared by the researcher

II. 2. Analyze and discuss the results of the hypotheses

It is noted from Table 1 that the majority of the study sample were female respondents (70%), and it was found that the majority of the sample were nurses (66.66%). Followed by the percentage of nurses, due to the fact that the emergency department requires the intervention of a larger number of patients, then followed by a large number of other health care employees such as pharmacists, radiology technicians and doctors. The age group of the questioned sample ranged between 31 and 50 (51.33%), due to the fact that most The employees in the hospital are young people, while at the level of the experience component more than five years, the highest percentage was (61.66%).

Table(1) Demographic data of respondents (*N*= 300)

Variable	Frequency	Percentage (%)
Gender		
Female	210	70
Male	90	30
Total		100
Age		
Between 20 and 30	65	21.66
Between 31 and 50	154	51.33
More than 50	81	27
Total		100
Profession		
Doctor / Practitioner	100	33.33
Nurse	200	66.66
Total		100
Tenure		
Less than 5 year	115	38.33
More than 5 year	185	61.66
Total		100

Source: Prepared by the researcher based on the results of the research material

It is noted from Table 2 that all the items of the organizational climate have a high level, where the arithmetic averages ranged between (4.03-3.65), all the items of employee empowerment behavior have a high level, where the arithmetic averages ranged between (3.92-3.21) where I took the paragraph that states " The administration respects the opinions of employees about their work and does not work to change them in order to preserve their independence." The highest average, all the paragraphs of organizational commitment have a high level, as the arithmetic averages ranged between (3.91-2.91).

Table(2) Description of the analysis of the results

Indicators	Mean	Category
organizational climate		
Management gives freedom of communication and exchange of information among employees in all departments.	3.12	High
The administration is keen on the effectiveness of the communication system to achieve information exchange and dissemination	3.65	High
Rewards are offered to employees who are creative, consistent with their initiatives and their quality.	3.32	High
Management considers mistakes as learning opportunities.	3.27	High
I contribute a great deal to decisions related to my career	3.60	High
Management believes in teamwork and team spirit in making decisions	2.32	High
The management believes in the mutual trust between it and the employees, which helps in outstanding performance.	3.38	High
Management has the ability to increase the enthusiasm of the employees and gain their support.	3.31	High
Management relates rewards proposal to employees with their outstanding performance.	3.78	High
The management takes into account the ideas and opinions that I present to improve the quality of the services provided	4.03	High
Empowering workers		

Get the information needed to get my work done at any time without any difficulty	3.64	High
The work environment is characterized by the provision of means, channels and methods that allow the flow of diverse and clear information.	3,52	High
Employees participate in clarifying and improving the available information about the work environment	2.65	High
Completing daily tasks is distributed to different work teams	3.41	High
I am highly committed to the tasks assigned to me when I work in a team	2.63	High
My relationship with my superiors is characterized by cooperation, trust and mutual respect	3.91	High
I feel completely free to choose the method that I think is right for my work	3.21	High
I have the opportunity to take any action to ensure that I do my job well	3.82	High
While the employees deal with the problems they face, they do not need to refer to the management except in certain cases.	3.41	High
The management respects the opinions of employees about their work and does not work to change them in order to preserve their independence	3.92	High
organizational commitment		
The working atmosphere in the hospital makes me feel comfortable and stable	2.92	High
Take care of the hospital's reputation and future while doing my job	3.91	High
I am willing to stay in my current job even if another alternative opportunity arises	3.04	High
My values and principles match the work directed at me	3.51	High
There is cooperation between different interests in order to achieve the objectives of the institution	3.28	High
Feeling that the problems of this institution are your own problems	3.01	High
I feel proud to work in my workplace.	3.61	High
As a worker within the organization, I respect and abide by the working hours and times	3.81	High
Your organization deserves sincerity and commitment from you and your colleagues	3.71	High
Is your relationship with your boss affecting your commitment to the organization	3.09	High

Source: Prepared by the researcher based on the results of the research material

Correlation analysis:The correlations were verified in order to discuss the hypothesized relationship between independent and dependent variables. When reviewing the relationships, it is possible to conclude that organizational climate is positively correlated with both organizational commitment and perceived empowerment (Table 2), and according to the correlation coefficients for organizational climate and empowerment of workers, these two concepts have a positive effect in the relationship, whose strength level was found to be moderate 0.318 Therefore, it is possible to accept that there is a positive relationship between organizational climate and employee empowerment, and therefore, this result supports the first hypothesis, when reviewing the correlation coefficient between employee empowerment and organizational commitment, it was found that the relationship is positive at a level of 0.576, it is possible to accept that there is a positive relationship between employee empowerment and organizational commitment. Employees and organizational commitment for each form, and hypothesis 2 is supported by this result, and as a general result, it was concluded that employee empowerment has a positive linear relationship with the organization, as well as commitment and organizational climate perceived at a medium to high level in terms of correlation coefficients. After concluding that the relationship between the

variables is linear, a normality test was also performed to find out the normal distribution before simple linear regression. As a result, it was found that both organizational commitment and organizational climate values have a normal distribution (sig. 0.200 > 0.05) In addition, control variables were included in the central relationships matrix in order to understand the relationships between demographic variables, organizational climate, organizational commitment and empowerment of workers.

According to the results of the correlation analysis, employee empowerment behavior and age have a positive correlation at the level of significance of 0.05 (0.1616) This can be concluded because older employees tend to have higher levels of worker empowerment behavior. The experience and organizational commitment variable has a positive correlation of 0.526 which means that as employees stay in the same organization for a longer period of time, their organizational commitment tends to increase. There is a positive but weak relationship between employee empowerment behavior and duty 0.815, which can be interpreted as employees working in other jobs (eg pharmacists, pharmacy assistants, dieticians, radiology technicians, etc.) It was found that organizational climate has a negative and weak relationship with salary -0.222 This result could represent that employees tend to notice the climate in their organizations less when they receive higher salaries.

Table(3) Correlations between the control variables: employee empowerment, organizational commitment, and organizational climate

Variable	1	2	3	4	5	6	7	8	9
1. organizational climate	1								
2. Empowering workers	0.318*	1							
3. organizational commitment	0.576[a]	.0268*	1						
4. Gender	-.0222	.0461*	.0268*	1					
5. Age	.4585*	.1616*	-.0067	.0122	1				
6. Marital Status	.1096*	-.0183	.0457**	.056**	.0018	1			
7. Duty	.0631*	0.815	-.0183	.0184	-.0313*	0.472	1		
8. Salary	-0.222	-.0145	-.0005	-.0145	.0198	0.358	0.431	1	
9. Tenure	.2653*	.265	0.526	.065**	.0173	0.374	0.526	0.356	1

Source: Prepared by the researcher based on the results of the research material

regression analysis

Since the study only adopted one independent variable and aims to find out the direct effect of employee empowerment behavior on the dependent variables, a simple linear regression analysis was performed. And conducting a preliminary regression analysis to test the relationship between employee empowerment and organizational climate in El-Bir General Hospital in Constantine, it was found that employee empowerment had no statistical significance in predicting organizational climate (0.000 < 0.05), therefore, hypothesis 3 was supported (Table 4).

Table (4) Organizational climate for simple linear regression and organizational commitment

	B	Std. Error	Beta	t	Sig.
Constant	.965	.214		5.654	.000
Empowering workers	.654	.132	.325	9.754	.000

3. Dependent Variable: organizational climate R^2 : 0.364 Sig: < 0.05

Source: Prepared by the researcher based on the results of the research material

Moreover, as a result of regression analysis, it is possible to predict organizational commitment to organizational climate with the following equation:

Organizational Climate = 0.654+0.965 (Empowerment of two factors)

The predictive power of the regression equation was found to be 0.364 which means that 36.4% of the organizational climate variance can be predicted by employee empowerment behavior continuously, a second linear regression analysis was performed in order to evaluate the relationship between employee empowerment and organizational commitment for each form. It was found that the employee empowerment behavior was statistically significant in predicting perceived organizational commitment (0.000 < 0.05), and the fourth hypothesis was accepted

Table (5) Simple linear regression of employee empowerment behavior and perceived organizational commitment

	B	Std. Error	Beta	t	Sig.
Constant	..543	.342		1.765	0.00
Empowering workers	.732	.043	.723	12.432	.000

Dependent Variable: organizational commitment R^2 : 0.654Sig: < 0.05

Source: Prepared by the researcher based on the results of the research material

(Table 5) As a result of the regression analysis, it is possible to predict organizational commitment perceived by employee empowerment behavior with the equation as follows:

Organizational commitment = 0.732+ 0.543 (Empowerment of employees)

The predictive power of the regression equation was found to be 0.654 which means that 65.4% of the perceived organizational commitment variance could be predicted by the empowering behavior of the workers as a result of the regression analysis

Conclusion

The results of the study provided the information of El-Bir General Hospital in Constantine, under study. The results of the regression analysis indicated that the employee empowerment behavior has an impact on the prediction of organizational commitment and the perceived organizational climate of employees in public hospitals in Constantine, the employee empowerment behavior was found to be statistically significant in determining the organizational climate of employees, continuously, there was a positive and linear relationship Between these two variables, this can be interpreted as if workers' empowerment scores are high, and employees' organizational climate scores are high at the same time. In other words, if the employees in the public hospitals in Constantine perceive the employee empowerment behavior in a positive way, they will have higher levels of organizational climate. Likewise, employee empowerment behavior has a predictive ability at the level of organizational commitment, which means that employee behavior is effective in imposing organizational commitment, which means that if employees perceive a positive enabling climate in their organizations, they tend to perceive organizational commitment higher, and therefore, in order to reach positive levels From organizational commitment within a hospital, it is important for decision makers to understand and improve the components of the organizational climate and the dimensions of employee empowerment behaviour.

It is important to create an environment of trust that includes good relationships with supervisors to contribute to employees' organizational commitment and improve their perception of organizational commitment. Employees should communicate openly with supervisors, and receive feedback and support when needed. In addition, the adoption of work teams can improve the work environment by creating a warm and cooperative atmosphere while reducing conflict, and independence is another important aspect, where employees take full responsibility for their jobs and can take initiatives, at this point, the practice of participatory management will be Useful for decision makers as they share power with employees allowing them to take on more responsibilities, which will contribute to their commitment and perceptions.

The exposure of employees to equality and fairness in the distribution of rewards is also critical. Managers must offer rewards to their employees and at the same time monitor the distribution of rewards to create a positive climate because perception of injustice can have the opposite effect.

Improving work standards is also important in creating an atmosphere of change and encouraging hospital staff under difficult circumstances, such as the Covid-19 crisis, so decision makers can transform the current current structure of public hospitals to a more automated structure, which includes flexibility and centralization.

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