



The Impact Of The Organizational Climate On The Organization's Innovation Field Study In Sonelgaz Company-Unit Of DJELFA –

أثر المناخ التنظيمي على حركية الإبداع في المؤسسة – دراسة ميدانية في مؤسسة
سونلغاز وحدة الجلفة –

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Abstract:

The current descriptive-analytic study aimed at identifying the effects of the organizational climate on the workers creativity at the Company of SONELGAZ-DJELFA's District throughout the following elements:

(organizational structure, leadership, the style of communication, , technology and incentives) , at the significant level of ($0.05 \geq \alpha$).

A questioner of 38 questions containing all the elements of the organizational climate and movement's creativity was made. The study was implemented on a sample of 32 elements.

The study found that there is an impact of the organizational climate in its different dimensions on creativity in the institution under study.

Keywords :

organizational climate, innovation, organizational structure, leadership, communication, technology, incentives

الملخص-

هدفت هذه الدراسة إلى تقييم المناخ التنظيمي السائد، ومستوى السلوك الإبداعي في مؤسسة سونلغاز "وحدة الجلطة" من وجهة نظر العاملين والتعرف أثر أبعاد المناخ التنظيمي المتمثلة في: (الهيكل التنظيمي، الحوافز، الاتصال الداخلي، القيادة، التكنولوجيا) على حركية الإبداع فيها ومعرفة فيما لو كان هناك فروق ذات دلالة إحصائية عند مستوى معنوية $0.05 \geq \alpha$ حول كل من أبعاد المناخ التنظيمي وحركية الإبداع في المؤسسة تعزى للمتغيرات الشخصية و الوظيفية (الجنس، العمر، المستوى التعليمي، عدد سنوات الخبرة). وقد تم تصميم استبانة مكونة من 38 سؤالاً شملت كل أبعاد المناخ التنظيمي وحركية الإبداع وتم توزيعها على عينة عشوائية مكونة من 32 عامل وتم استرداد جميع الاستبيانات وكانت صالحة للتحليل. وجدت الدراسة أن هناك تأثيراً للمناخ التنظيمي بأبعاده المختلفة على الإبداع في المؤسسة قيد الدراسة.

الكلمات الدالة -

المناخ التنظيمي ، الابداع ، الهيكل التنظيمي ، القيادة ، الاتصالات ، التكنولوجيا ، الحوافز.

1. Introduction:

The contemporary organizations seek to achieve excellence and to sweep the market in an atmosphere of intense competition among them. Perhaps one of the most important things that organizations rely on to achieve progress and maintain their market share and increase it is innovation, which expresses the creation of new ideas or the integration and presentation of old ideas in a new form, innovation can be embodied in the form of new products or services or new methods of work through which the organization achieves efficiency and effectiveness and becomes a leader in its field. In this sense, organizations use all the means at their disposal to activate this productive human activity and preserve free Late and continuity, the organizational climate that represents the organization's personality and determines how to deal with its environment is one of the most important things on which the organization relies on to achieve innovation and maintain it as it creates the atmosphere for the employees and motivates them and directs their behavior towards achieving the goals set.

1.1 The Problem of Study:

How does the organizational climate affect the innovation of the organization?

This problem includes several sub-questions:

- What is the concept of organizational climate?
- What are the most important dimensions of the regulatory climate?
- What do we mean by innovation?
- What is the impact of the dimensions of the organizational climate on the dynamics of innovation?

The study of the researcher is to try to answer these questions, and this in various aspects of the research, starting with the inclusion of hypotheses that see the most likely answers to the previous questions.

1.2 Hypotheses:

The main hypotheses:

- There was no statistically significant effect at the level of ($0.05 \geq \alpha$) for the dimensions of the organizational climate on the innovation in the firm under study .

Sub-assumptions: - There were no statistically significant differences at the level of ($0.05 \geq \alpha$).on the innovation mobility in the institution due to the demographic variables represented by (gender, educational level) in the unit under study.

- There was no statistically significant effect at ($0.05 \geq \alpha$).level of technology on the innovation of the organization.

- There was no statistically significant effect at ($0.05 \geq \alpha$).level of internal communication on the innovation of the organization.

- There was no statistically significant effect at ($0.05 \geq \alpha$). level of leadership on the innovation of the organization.

- There was no statistically significant effect at ($0.05 \geq \alpha$).level of organizational structure on the innovation of the organization.

- There was no statistically significant effect at the level of ($0.05 \geq \alpha$).of the incentives for innovation in the firm.

1.3 Objectives of the study:

This study aims to achieve the following:

1. Highlight the elements of the prevailing organizational climate in the institution under study.
2. Identify the most important elements affecting the innovation of the study sample.
3. Determine the impact of elements of the organizational climate that will be studied on the dynamics of innovation.
4. Identify the extent to which the dynamics of innovation and the organizational climate in the institution under study relate to demographic

and personal characteristics (gender, age, educational level, experience, job level).

5. Provide suggestions and recommendations to help the management of the institution under study to create an appropriate and appropriate organizational climate to activate and stimulate innovation.

2 .Theoretical Framework of innovation:

We usually use the word innovation on everything new, brilliant or even unique, without distinguishing between those things, especially in nature. The general verb also uses the word innovation even when talking about brilliant ideas, fine arts, and all the unusual things. It is not all ingenious or wonderful or new is the innovation that can strengthen and strengthen the capabilities of economic institutions. And here we enter the heart of innovation to highlight the importance and great role in the growth and development of the institution.

2.1 Definition of innovation:

"Innovation, innovation, and so on are synonyms of the meaning of proving something new, or even of looking at things in new ways. Innovation in language is known as the tongue of the Arabs. An earlier example, defined by the Modern Dictionary as creation, composition, or innovation"(Modern 1988, 20).

As for the objective definition, the thinkers differed about the definition of innovation, where there is no clear and specific agreement for reasons related to the phenomenon itself or the multiple trends of thinkers, where each one of them consider from a certain angle corresponds to his specialty or tendencies. Some of them perceived as a producer, Seen as a process, and some of them are seen on the basis of the characteristics and characteristics that characterize the creators, so we will address some definitions are:

"Technological innovation can be defined accurately as a mechanism that relates to positive developments concerning products of various kinds as well as methods of production"(Okil 1994, 33).

* It can therefore be said that:" innovation in its general sense is every departure from ordinary or routine, that is, anything new, however simple, useful and its effects on life in general"(Mohamed 1992, 110).

*"Innovation is the ability to create and create something new, to incorporate old or new ideas into a new image, or to use imagination to develop and adapt views to satisfy needs in a new way, or to create something new, tangible or intangible, in one way or another"(Suwaidan and Al-Adlouni 2002, 18).

2.2 The difference between innovation and creativity:

Researchers and researchers touched the concept of Innovation from different angles depending on the different philosophy of each of them and his view of innovation, and some of them distinguish between the concept of innovation.

Many of us see it does not differentiate between innovation and creativity sometimes, but sees that they are words that indicate the meaning of one, but there is no difference between them and the fact that there is a difference between innovation and creativity. In discussing the concept of innovation and creativity we find that:

Innovation of a new product is not as beautiful as it is in the field of different sciences. In these areas, innovators do not care about beauty as much as the product.

For Anderson(V.anderson 1995, 42), "innovation is the process of searching or using unfamiliar links between subjects, people and ideas".

And John man(John man 2001, 229) says that : "some writers believe that innovation is a reason for creativity. Others believe innovation creates creative ideas".

Gurteen(Gurteen 1998, 6) wonders what is innovation? What is creativity? "There are multiple definitions, but often there is no separation," he says. "The most useful way is to put innovation as a process of creating ideas while innovating to scrutinize, pruning, and applying these ideas. Creativity revolves around cross-thinking while innovation revolves around convergent thinking. The creation of ideas and innovation is to put these ideas into action.

Al-Awalma (Awamelh 1994, 52)said innovation and creativity are usually used as mutual concepts. Some writers, however, differed between these two concepts. Some considered innovation an internal and intellectual process to

bring new ideas, while creativity was the practical application of these ideas. As a two-way concept so that innovation or creativity is due to the orderly development and practical application of the new idea.

3.Theoretical Framework of Organizational Climate:

The climate is a geographical term in the first place and it represents the weather or atmosphere prevailing in a given area within a certain period of time. Hence, the organizational climate derives its general meaning. It reflects the prevailing atmosphere in the organization, its organizational situation and the extent of its interaction with each other and with the internal and external environment. In the context of the different angles and perspectives and the way they deal with the concept, there is agreement on the general meaning of the term "organizational climate", which is reflected in the term "climate" in the geographical sense as mentioned above.

3.1 What is the organizational climate?

The subject of organizational climate is one of the topics that have received increasing attention in recent times, but the definition of its concept is still one of the points that differed between the writers and researchers in the field of organizational behavior, the researcher in this subject to address the different definitions of the organizational climate and the conclusion of its characteristics.

The concept of organizational climate emerged in the mid-1950s, Cornell(Ahmed 2005, 11) was the first to use this concept in his studies on the climate of educational institutions and since then has been the focus of many researchers, especially in the field of organizational behavior, the efforts of these researchers aimed to clarify the nature and dimensions of this concept and to identify the quality of the organizational climate prevailing in the organization.

3.2 Definition of Organizational Climate:

This concept developed and crystallized in the framework of contemporary administrative thought and included many of the definitions that the researchers came according to the different knowledge and scientific backgrounds, including:

According to Forhand and Gelmer: "Organizational climate is a set of characteristics that characterize organizations and distinguish them from other organizations and affect the behavior of their employees(Al-Masrafi 2009, 258)." This definition focuses on the fact that the organizational climate is a set of characteristics that distinguish and describe the organization and differentiate between it and another organization and the consequent impact on the behavior of both organizations and their employees.

And according to Al Kairouti "Organizational climate is a set of internal environmental characteristics of work that have a degree of relative or stable stability, which are understood and understood by employees, which is reflected in their values, attitudes and behavior," (Al-Qasim 2009, 170) .

This definition refers to the extent to which the characteristics of the organizational climate are characterized by a stable nature and relative stability and shows that the behavior of the individual within the organization is influenced by the surrounding environment and the extent of its orientation to and recognition of that environment.

It's also defined it as "the set of characteristics that characterize the work environment of the organization and are directly perceived by individuals who work in this environment and which have a reflection or impact on their motivation and behavior."(Moghimi and Subramaniam 2013, 2-3)

3.3 The importance of the organizational climate:

Organizations of all types and sizes have an organizational climate that distinguishes the society of an organization from the other and the nature of relations between the members of the organization. Each organization is different in terms of characteristics and transactions. The organizational climate has begun to take on an increasing importance in researchers because of its influence on many variables related to the element And its studies have focused on the importance of the organizational climate and that it is an idea in itself and has an impact on the stability of the organization. The importance of the organizational climate can be highlighted by the following:

1. The organizational climate is one of the most important organizational variables within the organization. It reflects the general work environment within the organization which has a great impact on individuals, supporting individuals to improve their performance and helping individuals to understand and interpret many aspects of the human element within the organization. A link between the organization and the external environment through which interaction between individuals and external factors occurs(Hamid 2007, 19-20).

2. The great influence on the behavior of individuals because the individual spends most of his time in work, where contact with the heads and subordinates at all levels is subject to the behavior of the effects of the climate in its various dimensions, its impact on all employees within the organization in the minds of employees, impact on the psychological and social aspects of workers within the organization, And to encourage them to crystallize their objectives and explore their potentials and to support the establishment and consolidation of effective systems concerned with the core axes aimed at attracting and ensuring the continuity and efficiency of employees and develop their abilities and improve their performance and raise their professional and technical competence and moral Charges and urged them to share their loyalty to the organization's goals(Mohammed 2006, 19-20).

3. The organizational climate is important because it is necessary to achieve the necessary rapprochement between the achievement of the objectives of the organization and the objectives of its employees, its contribution to the development of the organization by working on the development of different dimensions within it, and the impact of the organizational climate on the growth of the potential of workers to solve their problems effectively and effectively(Abdo 2005, 292) .

3.4 Types of organizational climate:

Likert points out that the organizational climate is largely related to the prevailing philosophy and pattern of leadership. One researcher presents a range of climatic patterns:

A. Open Climate: It has the advantage of representing actors, where workers in such a climate type feel highly reliable and involved and meet the needs of social workers.

B. The Independence Climate: In this climate, the leader exercises power through his own community and in this manner a high degree of morale and satisfaction of social needs.

C. Controlled Climate: In this mode, attention is focused on working with a lack of personal relationships and neglecting the needs of workers.

D. Familiar Climate: In this climate, workers fill their social needs without paying attention to the social pressures exerted on them.

F. Parental Climate: The leader is the master of all organizational activities and the employees are not allowed to participate, which is reflected in their degree of satisfaction.

G. Closed Climate: This climate is characterized by stagnation, indifference and disillusionment by all members. It leads to low morale, rampant and false behavior. Thus, the organization is almost stagnant and stagnant, and of course every organization has a regulatory climate that suits it in terms of the objectives, nature and philosophy of its business(Zahra 2012, 268).

3.5 Dimensions of the organizational climate:

The researchers studied the organizational climate and described it through a range of dimensions, but they differed in its dimensions because of the different nature of the environments studied by researchers, and with all these difficulties in determining the dimensions that constitute the organizational climate, did not prevent researchers and specialists to put a sentence of These dimensions and some of them(Ismail, Jassem and Nasser 2002, 15-20):

* Pascal and Athos (1983) defines the dimensions of the organizational climate: (leadership, strategy, systems, common values, skills, organizational structure, staff).

* Al-Rubaie (1998) refers to a set of dimensions: (organizational structure, communication, decision making, leadership, incentives, control, loyalty, performance measures, setting and setting goals).

* Abdeen and Abu Samar (2001) point to a range of dimensions:(communication, decision making, leadership, incentives, progress and growth, actions and policies).

* Hamoud (2002) refers to a set of dimensions that contribute to the creation of the internal environment of organization. These elements can be summarized as follows (organizational structure, leadership, communication style, decision-making, nature of work, technology). * Al Mamouri (2004). His study dealt with the following dimensions of organizational climate: organizational structure, rewards, leadership, decision making, communication, affiliation.

* Al-Sirafi (2009) stated that the organizational climate has six dimensions: organizational structure, risk tolerance, encouragement of responsibility, reward systems for excellence in performance, encouragement of teamwork and encouragement of other opinions.

* Faleh and Abdel Meguid (2009), the organizational climate has several dimensions: (organizational structure, communication systems, work systems and procedures, decision methods, internal relations, incentive system).

4. Method of the study:

4.1 Society and Study Sample:

The study population consists of all 68 employees at all administrative levels (Upper, Middle and Supervisory) at the Sonelgaz Foundation and the DJELFA Unit. - A random sample of 40 workers from different levels was selected, where the questionnaires were distributed and 35 were retrieved, of which 32 were subject to analysis.

4.2 Statistical concepts used in the study:

Statistical processing methods to achieve the objectives of the research and analysis of collected data, the researcher adopted a set of appropriate statistical methods using the program called "Statistical Packages for Social Sciences", which is abbreviated as SPSS, where version 19 was used. The researcher used in the analysis of the study data many concepts related to descriptive and indicative statistics, which can be highlighted as follows:

- 1 - Alpha Cronbach Alpha test to determine the stability of the paragraphs of the questionnaire, where the value between zero and the right one and the closer the value to one, the more stable the paragraph, and to be acceptable, the laboratory must be not less than 0.6 alpha.

- 2 - Spearman correlation coefficient to ensure the internal consistency between each paragraph of the questionnaire and all the paragraphs of the tool and the coefficient of confusion (Pearson) to ensure the structural consistency of the study paragraphs with the study as a whole.

3. One-way ANOVA test to determine whether there is an effect of the dependent variable on the independent variable due to the demographic variables.

4 - Simple and multiple regression: to test the hypotheses in addition to the test of the significance of the relevant significance using the program SPSS.

5 - Determination factor R2: To determine the explanatory power of each independent variable to determine the effect of each independent variable in the dependent variable 9. Fisher's test: To determine whether there is a statistically positive relationship between the independent variable with its combined dimensions and the dependent variable.

4.3 Methods of measuring trends:

To achieve the objectives of the research, the data was collected by the researcher by means of the questionnaire distributed to the sample of the study, which contains closed questions and is designed according to the five-syllable Lycert scale, which is: strongly disagree, disagree, neutral, OK, strongly agree, Specific weights for the previous five probabilities were given as shown in the following table:

Table 01 :Weights of the Five-Dimensional Likert Scale

Rating	1333Strongly disagree	Disagree	Neutral	Agree	1333Strongly agree
Grade	1	2	3	4	5

Source :Hazerchi Tarek ;Derroum Ahmed ,The Role of the Cultural Dimension in Creating Organizational Innovation in the Economic Corporation: A Case Study of the Communication Institutions in the Wilayat of Djelfa, The First International Forum on the Economics of Knowledge and Innovation, Faculty of Economic Sciences and Management Sciences, Saad Dahlab University, Blida, April 17-18, 2013, p

4.4 Structural honesty:

The researcher used correlation coefficient Pearson (Pearson) to determine the extent of association of the study axes with the study as a whole and the results were as follows:

Table 02: correlation coefficients between study dimensions and study as a whole Axes of the study

Study Dimensions	Pearson coefficient	Level of significance
Organization Structure	**0.917	0.000
Leadership Style	**0.844	0.000
Incentives	**0.867	0.000
Internal Communication	**0.945	0.000
Technology	**0.789	0.000
Innovation	**0.974	0.000

Source: Prepared by the researchers based on SPSS results

The correlation coefficients between the dimensions of the study and the study as a whole are positive, ranging from (0.974) in the highest dimension to the creative mobility, and (0.789) in the minimum dimension of the technology. All the dimensions were statistically significant at each level (0.01) and (0.05).

4.5 Stability of the study instrument:

After confirming the veracity of the questionnaire, we now proceed to the stability of the study tool, where the stability of the study instrument is measured and not inconsistent. It indicates whether the questionnaire will give the same results if the same is redistributed to the same sample.

"Cronbach Alpha, which is one of the best measures that measure stability, we will calculate it for all axes of the study on one hand and for the study as a whole, according to Uma Secarn, the closer the coefficient of Alpha Kronbach of the correct one whenever the researcher is assured the strength of internal coherence of the scale(Sikaran 2006, 439). The results are shown in the following table:

Table 3: Stability coefficients for the study axes using the Cronbach Alpha coefficient

Study Points	Cronbach Alpha Coefficient	Number of Paragraphs
Organization Structure	0.961	6
Leadership Style	0.938	6
Incentives	0.915	6
Internal Communication	0.940	5
Technology	0.914	5
Innovation	0.932	10
The general trend	0.981	38

Source: Prepared by the researchers based on SPSS results

It is clear from Table (3) that the value of the Alpha Cronbach coefficient is good for each paragraph of the questionnaire. The value of the Cronbach coefficient for the axes as a whole is 0.981. This indicates that the questionnaire has a high degree of stability. Each other.

5. Results and Discussion :

5.1 First Hypothesis Test Results:

The hypothesis included: There is no significant statistical effect at the level of $0.05 \geq \alpha$ of the organizational structure on the innovation of the enterprise.

The results of this hypothesis test are shown in the following table:

Table (4): Results of the first sub-hypothesis test

Variables	B	T calculated	T Significance	The existence of an effect	Hypothesis Test
Constant	1.499	6.479	0.00	////////////////	////////////////
organizational structure	0.642	10.543	0.00	It exists	H1
R ²	0.787	Y=1.499+0.642X			
R	0.887				
F1335Significance	0.000				

Source: Prepared by the researchers based on SPSS results

In the table above, we find that the value of the coefficient of determination is 0.787 R². This means that the change in the dynamics of innovation is explained by the organizational structure (78%) and (22%) by other variables. We also note from the table that Fisher's test is equal to 0.000 and therefore less than 0.05. This indicates acceptance of hypothesis H1, which

states that there is a statistically significant positive correlation between the organizational structure and the creative mobility.

5.2 Second Hypothesis Test Results:

The hypothesis included: There is no statistically significant effect at level of $0.05 \geq \alpha$ technology on the innovation of the enterprise The results of this hypothesis test are shown in the following table:

Table (5): Results of the second sub-hypothesis test.

Variables	B	T calculated	T Significance	The existence of an effect	Hypothesis Test
Constant	0.515	1.177	0.248	////////////////////	////////////////////
technology	0.831	7.746	0.000	It exists	H1
R ²	0.667	Y=0.515+0.831X			
R	0.817				
F1336Significance	0.000				

Source: Prepared by the researchers based on SPSS results

In the table above, we find that the value of the coefficient of determination is 0.667 $R^2 =$ This means that the change in the dimension of the creative mobility is explained by the technology by (66%) and (34%) by other variables.

We also note from the table that Fisher's test is equal to 0.000 and therefore less than 0.05, indicating the rejection of the null hypothesis and acceptance of hypothesis H1.

5.3 Third Hypothesis Test Results:

This hypothesis included "There is no statistically significant effect at a significant level of $0.05 \geq \alpha$ for leadership on the innovation of the enterprise" The results of this hypothesis test are shown in the following table:

Table (6): Results of the third sub-hypothesis test.

Variables	B	T calculated	T Significance	The existence of an effect	Hypothesis Test
Constant	2.147	11.563	0.000	////////////////	////////////////
leadership	0.536	9.787	0.000	It exists	H1
R ²	0.761	Y=2.147+0.536X			
R	0.873				
F1337Significance	0.000				

Source: Prepared by the researchers based on SPSS results

In the table above, we find that the value of the coefficient of determination is 0.761 $R^2 =$ This means that the change in the dimension of creative mobility is explained by the change in the driving style by 76% and 24% by other variables. 0.000) and therefore less than (0.05). This indicates rejection of the null hypothesis and acceptance of hypothesis H1.

5.4 Fourth Hypothesis Test Results:

This hypothesis included: "There is no statistically significant effect at a significant level of $0.05 \geq \alpha$ for internal communication on the innovation of the enterprise".

The results of this hypothesis test are shown in the following table:

Table (7): Results of the fourth sub-hypothesis test.

Variables	B	T calculated	T Significance	The existence of an effect	Hypothesis Test
Constant	1.229	5.100	0.00	////////////////	////////////////
internal communication	0.673	11.216	0.00	It exists	H1
R ²	0.807	Y=1.229+0.673X			
R	0.899				
F1338Significance	0.000				

Source: Prepared by the researcher based on SPSS results

In the above table we find that the value of the coefficient of determination is 0.807 $R^2 =$ this means that the change in the dimension of the creative mobility is explained by the change in internal communication by 80% and 20% by other variables.

We also note from the table that Fisher's test is equal to 0.000 and therefore less than 0.05, indicating the rejection of the null hypothesis and acceptance of hypothesis H1.

5.5 Fifth Hypothesis Test Results:

This hypothesis included "There is no statistically significant effect at the level of significance $0.05 \geq \alpha$ of incentives for innovation in the enterprise" The results of this hypothesis test are shown in the following table:

Table (8): Results of the fifth sub-hypothesis test.

Variables	B	T calculated	T Significance	The existence of an effect	Hypothesis Test
Constant	2.015	6.677	0.000	////////////////	////////////////
incentives	0.512	6.360	0.000	It exists	H1
R ²	0.574	Y=2.015+0.512X			
R	0.758				
F1339Significance	0.000				

Source: Prepared by the researchers based on SPSS results

In the table above, we find that the value of the coefficient of selection is 0.574 $R^2 =$ This means that the change in the dynamics of innovation is explained by the change in the incentive system by 57% and 43% by other variables. 0.000) and therefore less than (0.05). This indicates rejection of the null hypothesis and acceptance of hypothesis H1.

5.6 Main hypothesis test results:

This hypothesis included: "There is no statistically significant effect at the level of $0.05 \geq \alpha$ for the dimensions of the organizational climate on the innovation of the enterprise"

The results of this hypothesis test are shown in the following table:

. Table (9): Results of the main-hypothesis test.

Variables	B	T calculated	T Significance	The existence of an effect	Hypothesis Test
Constant	0.563	2.981	0.006	////////////////	////////////////
org climate dimensions	0.866	14.798	0.506	It exists	H1
R ²	0.958	Y=0.563+0.866X			
R	0.979				
F1340Significance	0.000				

Source: Prepared by the researchers based on SPSS results

In the table above, we find that the value of the coefficient of determination is $0.958R^2$. This means that the change in the dimension of the creative mobility is explained by the change in the dimensions of the organizational climate by 95%. The table also shows that the Fischer test is equal to 0.000, (0.05). This indicates rejection of the null hypothesis and acceptance of hypothesis H1.

5.7 Difference hypothesis test results:

This hypothesis included: "There are no statistically significant differences at the level of $0.05 \geq \alpha$ on the innovation mobility of the institution due to the demographic variables represented by (gender, educational level) in the unit under study"

1 / Educational level: - H0: There were no statistically significant differences at the level of $0.05 \geq \alpha$ about the innovation mobility in the institution due to the level of education in the unit under study. - H1: There are significant differences at the level of $0.05 \geq \alpha$ about the innovation mobility in the institution attributed to the educational level in the unit under study. The results of this hypothesis test are shown in the following table:

Table (10): Results of the hypothesis of the first difference hypothesis

Variables	Values	There are differences or no differences	Hypothesis testing
F Value	0.455	No difference	H_0
F Significance	0.768		

Source: Prepared by the researchers based on SPSS results

From the table we can see that the coefficient of Fisher is equal to (0.768) and therefore is greater than (0.05). This indicates the acceptance of null hypothesis H_0 , namely, the absence of differences between the answers of the respondents about the innovation mobility attributed to the educational level.

2 / Sex: - H_0 : There were no statistically significant differences at the level of $0.05 \geq \alpha$ about the innovation mobility in the institution due to gender in the unit under study.

- H_1 : There are significant differences at the level of $0.05 \geq \alpha$ on the dynamics of innovation in the institution attributed to sex unit studied. The results of this hypothesis test are shown in the following table:

Table (11): Results of the hypothesis of the second difference hypothesis

Variables	Values	There are differences or no differences	Hypothesis testing
F Value	2.839	No difference	H_0
F Significance	0.102		

Source: Prepared by the researchers based on SPSS results

Note from the table that the coefficient of Fisher coefficient is 0.102 and therefore is greater than (0.05). This indicates the acceptance of the null hypothesis H_0 , namely, the absence of differences between the answers of the respondents about the innovation mobility attributed to sex.

6 .Conclusion:

In light of the analyzes and results of the field study, a number of conclusions can be drawn: • There is agreement among the members of the study sample on the existence of the dimensions of the organizational climate represented in the organizational structure, incentives, internal communication, technology. As for the dimension of "leadership", the student noticed a reservation by the respondents, where most of the answers were "neutral" The absence of a leadership pattern that is not acceptable to the sample members of the institution in question.

• The institution adopted the study of innovation and encouraged it has touched the student through the interaction of the large members of the sample study with the variable "innovation mobility" where the overall trend is "high".

Suggestions and Recommendations:

In light of the theoretical framework of the study and the applied framework, the second recommendations can be made:

- Emphasize the importance of the organizational climate and review its dimensions in a way that enhances its positive aspects and addresses its negative aspects as the organizational climate is a prerequisite to adopt and motivate the behavior of employees.

- Trying to overcome negative trends prevailing in the organizational climate.- Creating an organizational unit in the organizational structure that sponsors the creators and works to crystallize creative results and establish the necessary facilities.

- Encouraging work and maintaining team spirit and giving it full freedom and independence in work and implementation.

- Involve the employees in decision-making, set goals, and design policies and future directions, which helps to belong to the organization and strengthens the motivation of individuals to work and achieve outstanding performance.

- There must be mutual trust between management and employees.

- Provide modern technology and development to provide effort and accessible to employees. individual and collective problems.

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