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**THE EFFECTS OF ORGANIZATIONAL CLIMATE
ON PERCEIVED ORGANIZATIONAL SUPPORT,
JOB SATISFACTION AND JOB STRESS**

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Master Thesis

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**THE EFFECTS OF ORGANIZATIONAL CLIMATE
ON PERCEIVED ORGANIZATIONAL SUPPORT, JOB
SATISFACTION AND JOB STRESS**

by

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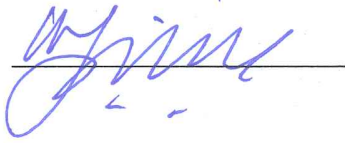
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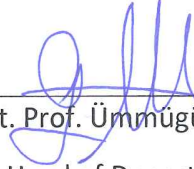


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I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

Yousif Isam Alani



DEDICATION

This thesis is dedicated to my parents who encouraged me every time of doing my master and supported me in different circumstances to complete the master's degree, I am really grateful to their efforts and attention.



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ÖZET

ÖRGÜTSEL İKLİMİN, ALGILANAN ÖRGÜTSEL DESTEK, İŞ MEMNUNİYETİ VE İŞ STRESİ ÜZERİNE ETKİSİ

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Irak kamu sektöründe çok yetenekli olan ancak iş yerlerinde birçok sıkıntı çeken bireyler vardır; iş ortamı, olumlu ya da olumsuz etki eden en önemli faktörlerden biridir. Irak kamu sektöründeki çalışanlar üzerinde yapılan bu çalışma; örgütsel iklimin, algılanan örgütsel destek, iş memnuniyeti ve iş stresi üzerine olan etkisini incelemeyi hedefliyor.

Bu çalışmanın teorik çerçevesi, Irak Elektrik Bakanlığı'nın Bağdat'taki genel merkezindeki yönetimi ve yönetmenleri diğer genel kurumlara genel bakışı yansıyan iş ortamı doğasını anlamak için izah eder. Bu çalışma Irak Elektrik Bakanlığı'ndaki yöneticiler ve memurlar üzerinde yapılmıştır. Rastgele örneklem, bu sektörün farklı bölümlerinden 119 personeli kapsar. Örneklemin %57'sini erkek katılımcılar ve %76.5'ünü üniversite mezunları oluşturmaktadır. Regresyon analizi sonucuna göre, olumlu örgütsel iklimin, algılanan örgütsel destek ve iş memnuniyeti üzerine olumlu etkileri olduğu ve iş stresi üzerine olumsuz etkileri olduğu gösterilmiştir.

Bu çalışma, çalışmanın sonucuna dayanarak Irak kamu sektöründe iyileştirmeler yapılmasına yardımcı olur. Bu çalışma, aynı zamanda, örgütsel iklim, algılanan örgütsel destek, iş memnuniyeti ve iş stresi literatürlerine katkı sağlamaktadır

Anahtar Kelimeler: Örgütsel iklim, Algılanan kurumsal destek, İş tatmini, İş stresi,

Çoklu regresyon analizi

ABSTRACT

THE EFFECTS OF ORGANIZATIONAL CLIMATE ON PERCEIVED ORGANIZATIONAL SUPPORT, JOB SATISFACTION AND JOB STRESS

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Iraq Institutions (Public sector) have highly skilled individuals as a significant asset but they are still suffering from several problems in their workplace; organizational climate may be one of the most important factors that have a strong positive or negative effect. The current quantitative study seeks to examine the effect of organizational climate on perceived organizational support, job satisfaction and job stress. The theoretical framework is supporting the management and superiors in Iraqi Ministry of Electricity (The headquarter in Baghdad) to understand the nature of organizational climate which would reflect a general view of other public institutions.

The survey has been distributed among superiors and subordinates in Iraqi Ministry of Electricity. The convenience sample includes one hundred and nineteen employees (N= 119) from different departments. The sample that represents the community of this study (MOE) shows that the majority of the respondents are males (57%), it's also shows that the highest percentage of the educational qualification is that 76.5% of employees have a university degree. The result of regression analysis reveals that a positive organizational climate has a significant positive effect on: perceived organizational support ($\beta = .67$, $p < .05$), job satisfaction ($\beta = .64$, $p < .05$) and a negative effect on job stress ($\beta = -.44$, $p < .05$). Thus, the hypotheses of the study are supported. This study produces improvements to the public sector based on the outcome of the study to progress organizational efficiency especially in Iraqi Ministry of Electricity. Also, it contributes the wealth of literature on organizational climate, perceived organizational support, job satisfaction, and job stress.

Keywords: Organizational climate, Perceived organizational support, Job satisfaction, Job stress, Multiple regression analysis.

TERMS AND SYMBOLS OF THE STUDY

HRM: Human resources management

MOE: Iraqi Ministry of Electricity

OCL: Organizational climate

POS: Perceived organizational support

JSAT: Job satisfaction

JS: Job stress

EFA: Exploratory factor analysis

KMO: Kaiser- Meyer-Olkin Test

α : Cronbach's alpha index of internal consistency

M: Mean, the sum of measurements divided by the number of measurements in the set

β : Beta

t: t value

p: Significance

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1. INTRODUCTION

Human resource is the most significant asset of any organization. It is really an efficient wealth of the organization. Individuals are working on formulating and implementing the objectives of the organization, making administrative decisions and evaluating performance; thus, the organizations should seek to find a favorable organizational climate that helps employees to face the different factors in their work. The organizations today face different challenges and technological advances than ever before, so every leader should make the environment of the work suitable for its aims. Fulfilling the performance that contributes to improve the needs and desires of the employees continuously.

Organizational climate is considered as an important element for work concepts and other job attitudes, which involve different dimensions such as structure, responsibility, reward, risks, warmth, support, standards, conflict, identity, etc. Workers recognition about their organization, they are working for, is an element among other which impact workers execution. If workers observations about their organization are positive, they thought that their endeavors are appreciated by their organizations and that they are caring about their welfare. Empirical evidence is said to back up the fact that perceived organizational support either directly or indirectly provides protection against adverse workplace consequences (Johlke et al., 2003).

The study assumes that there is a positive relationship between organizational climate and perceived organizational support. The study also aims to measure the effect of organizational climate on job satisfaction. In general, job satisfaction refers to the comparison between the individual's expectations and the reality in the workplace which generates a positive or a negative result that called satisfaction and dissatisfaction (Collins, 2016).

The third variable that the study wants to explore is job stress and how it is influenced by organizational climate. The researcher presents a framework for conceptualizing job stress, different definitions of job stress and many studies which researched that. Also, the researcher is discussing the stress as an organizational factor by conceptualizing the relationship with organizational climate. Managers should understand the concept of stress, its causes, its human responses and aspects of attitude which are essential in this area. Also, they should know the dimensions of job stress (role conflict, ambiguity, and overload). Employers need to recognize the signs of stress among employees at all levels. They should treat stress by putting a management system which protects their employees.

Failure in doing this can have lasting adverse effects on the business (Jeremy, 2005). Howes et al. (1997) viewed that if the organizational climate met the needs of the workers, the level of their pressure reduces. Moreover, unsupportive work environment increases pressure and anxiety, so the health of workers will decline.

In Chapter Four, the researcher tests the influence of organizational climate on perceived organizational support, job satisfaction, and job stress, by using the survey.

1.1 PURPOSE OF THE STUDY

After the literature review, it has been understood that there is a gap exists regarding the effect of organizational climate on perceived organizational support, job satisfaction and job stress. This study intends to fill this gap. It's different from previous studies in examining the topic of job satisfaction or job stress separately and how can it be affected by organizational climate, so the variables of the study were chosen after reviewing the previous studies as there is no comprehensive study which measures the effect of organizational climate on perceived organizational support, job satisfaction and job stress. The researcher chose these significant variables which influence the performance and the total output of each organization.

The purpose of this study is to determine the effect of organizational climate on perceived organizational support, job satisfaction, and job stress.

1.2 IMPORTANCE OF THE STUDY

The practices of human resources management on the organizational climate have been ignored, for a long time. Thus, the goal of the current study is to add an important contribution to the institutions in Iraq by testing the effect of organizational climate on perceived organizational support, job satisfaction and job stress in order to reinforce organizational back up, increase job satisfaction and reduce job stress.

2. LITERATURE REVIEW

2.1 ORGANIZATIONAL CLIMATE (OCL)

In the literature, there is no accord on the concept or definition of organizational climate. Organizational climate is generally defined as the lifestyle in the organization such as the style of behavior, attitudes and feelings.

Organizational climate is a quality that distinguishes the organization which is assessed by the organization's members and affects their attitudes, and the performance of the organization (Ghavifekr, & Pillai, 2016). Organizational climate was also defined by Schneider (1975) as psychologically meaningful internal environmental characterization of a system's processes and procedures agreed by the staff of the organization.

Organizational climate is the interaction between staff and organization during organizational and administrative work, the shape of the climate is determined through this interaction. When the work environment is positive and open, staff feel more comfortable, and human relations are very intense. This is called positive satisfaction, which is primarily reflected in staff performance, behavior and commitment to the organization. On the contrary, the closed organizational climate gives a wrong impression on the working environment, leading to poor communication and conflict between the boss and subordinates which leads to low performance and productivity (İri, 2015).

Mckenna (2000) defined the organizational climate as a real relation between individuals, combinations, and performance which help the management to impact the behavior of the subordinates. Organizational climate brings along many positive changes in employee behavior. Organizational climate has an impact on job participation, output and organizational obligation, motivation, job tension, organizational involvement, absenteeism, deviant attitude, performance and satisfaction (Kreitner & Kinicki, 2006).

As for Lewin (1951), his theory of organizational climate stated that it is formed by the association between the social climate and people in the workplace. The equation below expresses Lewin's theory.

$B = f(P.E.)$ in which B= Behavior, F= Function, E= Environment, and P =Person. With this equation, it can be noticed that the psychological approach of the organizational climate concentrate on the individual and trying to comprehend the cognitive transactions and behavior. Lewin's view is depended as a basic notion for other researches and theories.

Pritchard et al. (1973) gathered many preceding notions about organizational climate and defined it as handling the quality of the domestic environment of the organization that distinguishes it from other organizations, which generate from the behaviors of the staff. The climate, in different levels, is observed by the organization's employees and regarded as a cause of tension influencing performance.

Bhowon (1999) defined organizational climate as the attributes of the organization as perceived by the individual members. Also, organizational climate is defined as a mix of perceptions by persons in an organization concerning their jobs or roles in relation to colleagues and their roles within the organization (Wright, 1988).

Ehrhart, Schneider and Macey (2013) defined organizational climate as the organizational combined recognition of the staff related to the incidents, rules, activities and techniques.

In a similar meaning to these concepts, Lawler et al. (1970) defined organizational climate as a group of features of a specific organization which are evaluated by the way that the organization treats its workers. For a member who works in an organization, his impression of organization climate will form through a range of situations that are existing or may happen.

Another result of a study undertaken by Koch (2013) showed that a climate of integration and a supervisory supportive climate, related to job satisfaction and job engagement, is an essential factor for participation in work. It has been found that job satisfaction has a significant impact on the relationships among all sides of the organizational climate and participation in work. The status of the organizational climate and managers has been discussed and the results show a significant relationship between integrative climate and staff levels of job satisfaction although the relationship is weak. The results also show a significant positive correlation between family-centered supervisory support, levels of job satisfaction and participation in work. Therefore, when the level of support increases, the level of satisfaction and participation in work also increases. In addition, the finding revealed a significant correlation between job satisfaction and participation in work.

Churchill, Ford and Walker (1976) conducted a study about organizational climate and job satisfaction of the sales force. The finding of the study shows that organizational climate variables explain around 42% of the variation in job satisfaction. The study reveals that the company can partly influence the climate, which is called the managerial climate, however, the company cannot control the interpersonal climate which is almost outside of the control of the management.

Another study made by Wienand, Cinotti, Nicoli and Bisagni (2007) confirmed that management should pay attention to the organizational climate to ensure the safety and quality of health care.

Singh (1988) examined the importance of organizational climate dimensions in predicting frustration. The results show that the organizational climate dimensions have a significant impact on the frustration among managers. Decentralization of liberal decision-making has emerged as the strongest predictor of frustration among managers, followed by interpersonal assistance, autonomy, stress of performance, and formalization .The study clarified that reducing frustration among managers and organizations should improve the climate dimensions. Formalization, autonomy, and stress of performance were positively associated with frustration, so when frustration is reduced, the scores of these dimensions should be minimized.



2.1.1 Dimensions of organizational climate

There are many different dimensions defined in distinguishable ways by different researchers. From a historical point of view, the early researches about organizational climate emerge the effects of situations on human behavior. During early studies that started in the 1930s, the concerns of researchers were sensory processes like hearing and vision. They also concentrated on basic human learning and motivational treats (Ehrhart et al., 2013).

The concept of organizational climate was receiving a high attention among scholars during 1960s. But there was almost no literature regarding the measurements of the organization environment. So, creating the measures and determining dimensions of organizational climate was a crucial working area for researchers during 1960s (Ehrhart et al., 2013).

When the concept of organizational climate emerged as a new term in literature, it was frequently used as an alternative term to the concept of culture and sometimes two terms were used as a substitute for another one (Gray, 2007). To be able to determine dimensions of organizational climate it is important to make the distinctive definition of the concept and revealing the differences from other concepts. Although climate and culture are related concepts, actually they concentrate on very different aspects of organizations. Managers of an organization can have more influence on organizational climate than they can on organizational culture. In other words, managerial influence on creating organizational climate is higher as compared to organizational culture (Wallace, Hunt & Richards, 1999). The reason behind a considerable amount of interest about organizational climate is related to its effect on effectiveness and its influence on motivation and behavior of workers (Litwin & Stringer, 1968).

In an empirical survey about the relationship between organizational climate and motivation of employees, nine dimensions of organizational climate were set. The study was worthy both in its theoretical and empirical sides. From a theoretical view, the dimensions that found by Litwin and Stringer (1968) rely on their conceptualization of organizational climate. They tried to handle the organizational climate in terms of participant recognition of various elements of the organization. Organizational climate can be used to refer to a group of quantifiable features of the work environment which can be noticed and judged by workers. As a consequence of this understanding, they suppose that organizational climate affects the motivation and attitude of employees (Sims & Lafollette, 1975).

From an empirical view, their participation to the area of organizational climate was represented by a questionnaire. The questionnaire consists of nine separate scales clarifying the dimensions of organizational climate. These nine dimensions according to the study as following below (Muchinsky, 1976).

2.1.1.1 Structure

According to Litwin and Stringer (1968), the structure dimension focuses on the rules, regulations, procedures, red-tape, the existence of a loose and informal atmosphere in the organization and the feeling that workers are constraining in the group.

In an organization where workers comply strictly with rules and regulations, the organization is identified with “rules dimension” of the organization’s ethical climate. Leaders in such organizations provide meaning to policy and practices and by this way, they frame the climate prevailing in the organization (Wimbush & Shepard, 1994).

There are eight items in the Litwin and Stringer (1968) questionnaire about structure dimension of organizational climate. The existence of clearly defined and logically structured roles and responsibilities are one of the items. Clearness of the formal authority owners, clear explanation of policies and organizational structure, tolerance level to red-tape in the organization, the simplicity of rules and administrative details, and lack of organization and planning are other items under structure dimension.

2.1.1.2 Responsibility

In the system developed by Litwin and Stringer (1968), responsibility dimension is related to the feeling of being your own boss. If the responsibility level is high in the organization, then there is no need to a double-check mechanism for all decisions of workers. When a worker has a job to do, he knows that it is his job and he has a control on it.

Managers in many organizations are task oriented; they concentrate on reaching their goals and sometimes neglect their roles in promoting individual responsibility. However, management’s encouragement for taking responsibility among workers is crucial for reaching organizational goals. In this sense, when leaders provide support for employee development, the employees can use the chances provided to them to reach their own career goals (Holloway, 2012).

If managers don’t depend on the individual judgment of employees, almost everything has to be double-checked. Otherwise, management annoys when workers check

everything with them and if workers think that they have a right approach, they would go ahead. Responsibility dimension is connected with the supervision in the organization. When the responsibility level is high, supervision in such an organization is mainly a matter of setting guidelines for subordinates. Managers put down guidelines and they make subordinates responsible of the job. In such a work atmosphere, employee should try things by themselves sometimes and this philosophy emphasizes that employees should solve their problems by themselves.

2.1.1.3 Reward

The reward dimension according to Litwin et al. (1968) can be defined as the feelings of being rewarded for an achievement; backing up the positive rewards rather than penalties, and the observed justice of the wages and promotion procedures.

The relevance of organizational policies and conditions including reward systems to individual workers' needs is seen crucial for the success of these policies. If the management of an organization aims to change the attitude of workers towards a direction, the tools that management use should be answering the personal conditions of individual workers. In this sense, reward system should reflect some level of individual relevance in work environment to be able to make an influence on employee attitudes (Jones, 1984).

There are six items in the Litwin and Stringer (1968) questionnaire about reward dimension of organizational climate. When the workers are rewarded and supported continuously this will overcome the punishments and reviews. In these organizations, the employees are rewarded according to the prominent of their achievement. While if the rewards technique is not applied perfectly, there would be a lot of protests inside the organization, and the rewards will not satisfy the needs for a better job. While those who commit mistakes would be penalized.

2.1.1.4 Risks

In the system developed by Litwin and Stringer (1968), the risk dimension is about the feel hazard and challenge in the work and the organization. In some organizations, there is an emphasis on taking calculated risks. In some other organizations, playing it safe, is the best way to operate.

Organizational goals like increasing creativity and innovation are directly related to risk-taking in work environment. Organizational entrepreneurship can flourish only when workers are able to take risk and create their way of solving problems. In this sense, if

managers aim to increase innovation, they are supposed to support reasonable or moderate risk which employees take in making their own decisions (Bagheri et al., 2016).

There are five items in the Litwin and Stringer (1968) questionnaire about risks dimension of organizational climate. In an approach with the low level of risk taking, the philosophy of management is that playing it slow, safe and sure, is a better way to reach goals. In this organization, decision making is usually too cautious from maximum effectiveness. On the other side, if the organization's approach to taking risk is braver, then workers are encouraged for taking calculated risks at the right time. As the nature of business requires taking pretty risks occasionally to keep ahead, managers of this kind of organizations are usually willing to take a chance on a good idea.

2.1.1.5 Warmth

According to Litwin and Stringer (1968), warmth dimension is related with the feeling of general good fellowship that prevails in the work environment. Also, the emphasis on being well-liked; and the prevalence of friendly and informal social groups are factors related to the warmth dimension of organizational climate.

Field and Abelson (1982) developed an organizational climate model in which there are three types of climate (psychological, group and organizational). Psychological climate has a central position. In this model autonomy, warmth, support, and reward were defined as parts of the psychological climate. According to this study, organizational climate and group climate interact with psychological climate. The outcome behaviors of workers are always influenced by psychological climate including warmth and support in the work environment.

There are five items in the Litwin and Stringer (1968) questionnaire about the warmth dimension of organizational climate. If the atmosphere among the workers is friendly, the organization is characterized by an easy-going working climate and people tend to be cool toward each other, this means warmth level is high in this organization. In this kind of organizations, the relationship between management and workers is friendlier and warmer. On the other hand, in organizations with a low level of warmth, it is very hard to understand people and the relationship between management and workers it is limited with formal interactions.

2.1.1.6 Support

In the system developed by Litwin and Stringer (1968), support dimension is about the perceived assistance of the managers and co-worker in the group and emphasis on mutual support from above and below.

According to Rhoades and Eisenberger (2002), organizational support increases the commitment of workers to the organization. In a supportive work environment job satisfaction, performance and intention to remain with the organization also increase. The research carried out by Nwankwo et al. (2015) suggests that there is a positive relationship between organizational support and voluntary and constructive efforts, by individual employees, to effect organizational functional change.

There are five items in the Litwin and Stringer (1968) questionnaire about support dimension of organizational climate. When the support level is high, the superiors try their best to convince the employees about the job objectives. When the employee is in a difficult situation, he can already ask his employer's support and help. In such institutions, management's philosophy gives priority to the human factor and feeling of people. On the other hand, in the organizations with the low level of support, workers don't get much sympathy from higher-ups if they make a mistake and people in this kind of organizations don't trust each other enough.

2.1.1.7 Standards

Litwin and Stringer (1968) standards dimension is related to the perceived importance of implicit and explicit goals and performance standards in the organization. There are six items in the Litwin and Stringer (1968) questionnaire about the standards dimension of organizational climate. These are generally concerned with performance setting, application of these standards and evaluating the performance of workers .

Standard dimension is related to employees' feeling about management's emphasis on improving performance. It includes the degree to which people feel that difficult goals are attainable as a set for both the organization and its employees (Putter, 2010).

2.1.1.8 Conflict

According to Litwin and Stringer (1968), warmth dimension is related to the feeling that managers and other workers want to hear different opinions. In this sense, getting problems in public and not ignoring them is at the center of this dimension.

Openness at all levels of organization facilitates for members of the organization is an alignment of goals and expectations. By this way openness help employees to achieve a common understanding about goals of the organization. In an organizational atmosphere shared with understanding, adequate communication among workers help them to foster commitments. Also, this ensures that deadlines are respected and trust among workers is increased. Reducing mistrust and conflict of interest and improving performance in general, are characteristics of open working climate (Ghazinejad et al., 2018).

There are four items in the Litwin and Stringer (1968) questionnaire about the conflict dimension of organizational climate. These items are generally related with the openness in the organization about debating, and attitude of management towards conflicts among competing units.

2.1.1.9 Identity

In the system developed by Litwin and Stringer (1968), identity dimension is related with the feeling of workers about their belongingness to an organization and their feeling about being a valuable member of a working team.

The sense of belonging to a family, organization, nation etc. is a very basic human need and it is a source of individual motivation. The statement of Greek philosopher Aristotle which suggests that “man is by nature a social animal” has been proved by scientific researches (Jena & Pradhan, 2018).

There are four items in the Litwin and Stringer (1968) questionnaire about identity dimension of organizational climate. These items are related to workers’ feeling about being a member of the organization and a team. In this model lack of personal loyalty to the organization is a sign of a low level of identity relationship between workers and organization.

2.2 PERCEIVED ORGANIZATIONAL SUPPORT (POS)

Organizational support means the attention that organizations award to the welfare of their workers. Organizational support has a different face like manager's support, esteeming the employee, doing the justice in the decisions and the distribution of the resources, rewarding, promotion system, evaluation, development, and training, ensuring professional safety, following the complaints of workers and reducing the sources of tension to satisfy them. When the staff feel that their efforts are not appreciated by their organization or their managers and are not supported by their organization, then the burnout will appear. Burnout will lead to negative results for the employee and the organization (Özyer, Berk & Polatcı, 2016).

According to Hellman (2006), the concept of organizational support is the employees' recognizing the acceptance of the participation that they make in their jobs as a result of their efforts and the attention that organization gives to its workers.

The employees' perception of organizational support is a significant factor for them to adopt the organizational objectives, because when they are aware of the supporting, they will participate more actively to the objectives of the organization (Nayir, 2012).

The study of Nartgün (2017) refers that it is believed that organizational support provided by the organization for its employees will prove to be useful when it is adequate, real and it will be possible to appreciate these supports. Also, it is believed that organizational support will help to achieve organizational goals, increase the interest and commitment towards the organization.

Communication between the manager and staff is very significant in terms of perceived organizational support. For this reason, the messages communicated by managers in their expressions, policies and practices, directly or implicitly, have an essential impact on perceived organizational support. Praise, thanks and appreciation of staff through different channels of top management lead to a high level of awareness of organizational support. Moreover, justice, operational support, organizational rewards, working conditions, promotion and job safety are all essential elements of organizational support (Iplik et al., 2014).

Köse (2016) studied the relationship between participation in work, organizational support, and organizational climate. The sample of the study consists of teachers in grades and teachers working in primary and secondary schools in the central districts of Kahramanmaraş in 2014-2015 school year. The findings of the survey indicated that there

was a positive and significant relationship between perceived organizational support and organizational climate which was observed by teachers.

Gokpinar (2014) studied the connection between perceived organizational support and job stress among employees in the private sector. The findings showed that there is a negative relationship between perceived organizational support and job tension.

2.3 JOB SATISFACTION (JSAT)

The study of Slocum et al. (1975) mentioned the concept of job satisfaction as a role of harmony between the qualities of people and the recognized work climate.

Kumara and Koichi (1989) performed their empirical study in a Japanese factory to see the effects of supportive supervision, co-worker social support, and job awareness on satisfaction with job climate. The result of their empirical study showed a highly significant impact of supportive supervision on worker satisfaction with job climate, refers to the ability of the supervisor to make the subordinates more satisfied or dissatisfied with their job climate. In addition, the satisfaction increased when co-workers were very socially supportive, so worker satisfaction is significantly affected by supportive supervision and co-worker social support. Satisfaction with job climate would contribute the employees to remain in their job, in the case of Japanese manufacturing workers.

Senatra (1980) studied the satisfaction in a public accounting firm. The study indicates that the academic community should increase its concern to comprehend the problems that persons who work in complex organizations suffer from. The study also indicates that organizational climate can have an impact on the performance of its staff. The researcher also mentioned that organizations should look for persons whose role conceptions are appropriate with the organizational requirements.

The job satisfaction has also observed to be influenced quietly by environment factors, containing leadership, relationships, organizational climate and culture. Many researchers found that organizational features are the influential dimensions which are significantly impacted on job satisfaction (Duong, 2016).

2.3.1 Dimensions of job satisfaction

Job satisfaction is the employee's positive attitude or feeling towards their job. It is a significant motivator for employees to stay in the organization (George & Zakkariya, 2018). According to Sahito and Vaisanen (2016) conception, satisfaction leads to a real influence on the organization and its employees. The behavior of employees depends on their level of job satisfaction. Satisfaction is directly affecting employee's perception, performance, effectiveness, and absenteeism. George and Zakkariya (2018); Gruneberg (1979), stated seven dimensions which are formulated and used to measure the level of job satisfaction as following below. There is a positive relationship between these dimensions and job satisfaction. The organization is responsible for providing these factors adequately for employees.

2.3.1.1 Pay

This means the amount of wages that the employee is receiving. When the salary is suitable, employees feel that the organization is concerned about them. Pay is an important indicator in determining the level of job satisfaction. When the basic needs of workers are not fulfilled, money has a priority significance. In a later stage, the priority will differ, so the employees looking for equal or fair pay. Employees will be dissatisfied when uneven salaries are given for persons who have identical qualifications and experience (George & Zakkariya, 2018).

2.3.1.2 Promotion opportunities

Most of the employees enjoy a job that supports individual progress and improvement. In different levels, employees always have a strong desire, for promotion because it helps them to increase their salary, reputation, and positions. Thus, promotion is an essential factor that affects job satisfaction. When employees feel that the promotion system is fair and that performance is evaluated fairly, they will be satisfied with their jobs (George & Zakkariya, 2018).

Bogdanova et al. (2008) support this notion, their study reveals that good working venue, promotion potential are those elements that would lead to positive emotions and increase the workers' satisfaction.

One of the management tasks is to acknowledge that someone is worthy of being given a chance to be promoted. Giving a chance to employees to prove their value will encourage them, increase their satisfaction and it is in the advantage of the organization as a whole (Singh, 2012).

2.3.1.3 Job's nature and content

It involves the clarity of the tasks, responsibilities, circumstances and the scope to which the work allows the employee to show skills, talents, and opportunities for initiative and creativity (Aqili et al., 2008).

2.3.1.4 Supervision

This means the ability of the supervisor to provide technical help and support. The study of Singh (2012) mentioned that employees who have supportive supervisors experience less job dissatisfaction than employees without supportive supervisors. According to Robbin (1989), workers prefer supervisors who respect them and fulfill their individual needs.

2.3.1.5 Workgroups

In each organization there is no task done by one person, every task needs different efforts. These efforts help employees to accomplish their tasks more efficiently. The relationship among employees is an essential factor in determining the level of satisfaction. Thus, the employees who have friendly, supportive co-workers will be more satisfied with their jobs (Robbins, 2005).

2.3.1.6 Job security

According to Maslow's hierarchy of needs, safety and security, are essential needs for everyone. By fulfilling the needs for security, the employee will satisfy with his/her job (Gruneberg, 1979). Job security is a crucial factor that determining the level of employee's job satisfaction. When employees have a secure job, their satisfaction will increase, they will feel happier and more confident. On the contrary, if the job is not secure, the motivation and a performance will be affected (George & Zakkariya, 2018).

Arokiasamy (2013) referred that the factor of job security has a distinct impact on both employees and organizations. The existence of job security factor ensures the continuance of work and protect workers from the tension, chaos and future concern. Also, employee's satisfaction in the work environment will be influenced, and this will increase the productivity level of organizations.

2.3.1.7 Working environment

The level of satisfaction or dissatisfaction is influenced by the environment of work. The various factors that comprise the work environment are structure, responsibility, reward, risks, warmth, support, standards, conflict, and identity (Litwin & Stringer, 1968). In reality, employees become satisfied when they enjoy the working environment in their organization (Berry, 1997).

2.4 JOB STRESS (JS)

2.4.1 Definition of job stress

Factors that are related to work environment or work conditions might cause job stress or occupational stress. There is no agreement of one definition for the concept of job stress. There are several reasons for this disagreement. Stress phenomenon has its base in different research areas; like medicine, clinical psychology, engineering psychology, and organizational psychology. Stress is interpreted in different ways. They all have different styles to define the concept, their own theories and approaches for treatments (Beehr, 1986).

According to one of the basic definitions of stress is the interaction of the individual with the environment.

The personal level stress means different things to differentiate people. Another scientific opinion is that stress is related to the threat, challenge or harm. If there is no existence of these consequences, then there is no stress. According to Konopaske et al. (2013), there are three factors effect stress, importance, uncertainty and duration (See figure1).

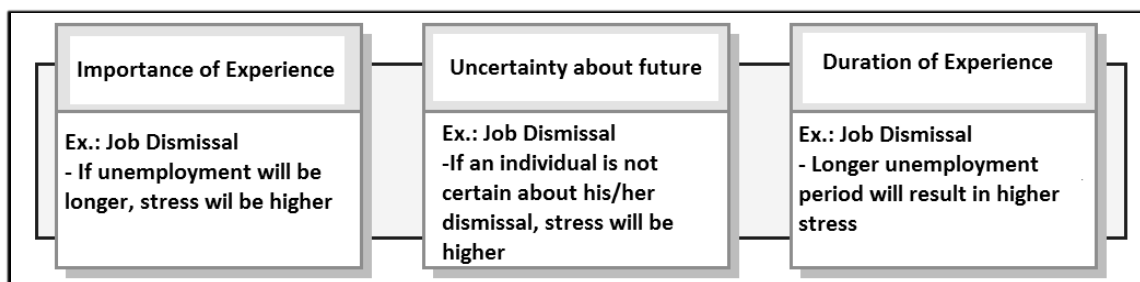


Figure1. Three factors that make an experience stressful

Source: Adapted from Konopaske et al., *Organizational Behaviour and Management*, p.233

These researchers have a positive point of view about stress. They thought that it is not necessary to be bad, damaging or something to be avoided but it could help people to

increase their productivity. They named it as a “good stress”, especially when stress is controlled effectively.

Some researchers considered job stress as a stimulate variable and others as a response variable.

Some studies regarded stress as environment variable; On the other hand, it is considered as an outcome of the interaction between individuals and the environment (Yongkan, 2014).

Luthans (2011) thought the work under pressure represents a universal phenomenon but it takes different types or steps from one state to another. The researcher considered that stress is a truth which is impossible to get rid of. It is related to the changes in the working environment such as; increase in travel of executive staff, frequent of employee turnover, the exaggeration of the use of technology and the economic crises.

Job stress appears when there is no corresponding between the capacities of employee and the job needs to be fulfil. It effects the employees both physically and mentally. Individual differences, overload of working and strict deadlines are essential factors of stress (Mann, 2011).

Stress emerge also because of many different factors in an organization, making it difficult to develop a specific definition that can be applied and adopted by all researchers. Several definitions of stress were suggested, researchers defined the stress as an incentive, response, a mix of incentive and response or a relation between employees and the workplace (Dewe et al., 2004).

The high level of stress is caused by complexity of daily affairs and the technological development. American Psychological Association (APA) (2017) observe that stress trends in the united states. The results of the American population 1n 2017 are consistent with the rates of 2016. It proves that stress is one of the main daily society problems. Thus, the stress phenomenon has a consequence for the health of organization and employee.

It is easier for workers to deal with job stress if managers or leaders solve the problems effectively. They should focus on negative stress which decrees the effectiveness of any organization. It has undesirable result in human life and health problems. Since dealing with stress differs from one person to another, combining efforts and being valued properly will emerge the positive stress as an outcome (Stranks, 2005).

There is some common misunderstanding about the meaning of stress because they mix it with other terms. Most people think that positive stress is important to complete the task that they are supposed to do. So, good stress is required for competent management and mature leadership.

Two kinds of pressures appear; physical and organizational, if the environment of work is inefficient. The inefficient conditions in the physical aspects are related to the unsuitable structure buildings with high noise level. While the organizational aspects contain complex relationships among the staff. This relationship will cause a conflict among departments and groups in the workplace. There is another important aspect which occurs because of lack of planning for controlling time. Management style is the motivation for all the above pressures (Dunham, 2002).

French et al. (1982) classified workplace stressors which can be caused by physical work climate, job substance that include the task features such as role overload, decision making, and the factor of composition like obliged overtime. The researcher also considered the managerial aspect as another workplace stressor that covers the organization structure and its personals role. Kahn (1973) also mentioned the same concept, that structural elements are a shortage of involvement in decisions, level of job safety and role ambiguity or lack of clarity of goals.

2.4.2 Dimensions of job stress

According to many scholars, we can find that the dimensions of Job stress involve three significant factors as the following below:

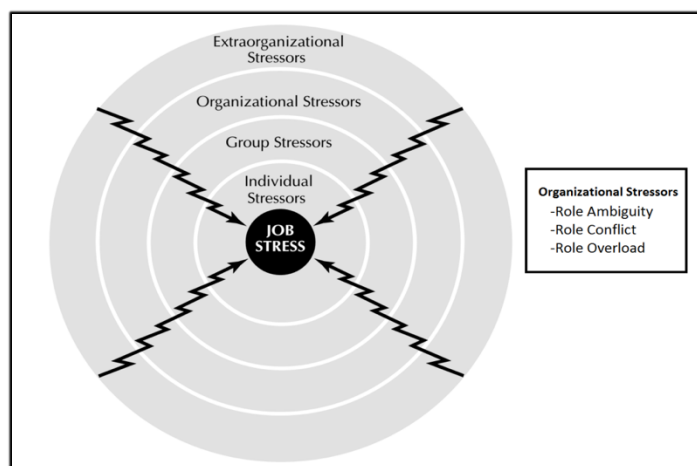


Figure 2. Categories of stressors

Source: Adapted from Luthans, *Organizational Behaviour: An Evidence-Based Approach*, p.280

2.4.2.1 Role ambiguity

One of the three essential dimensions of job stress is role ambiguity which is related to assignments that employees have to do. The organization's functions are influencing by these three sources of stress. Thus, the stakeholder's trust and the relationship among fellows also will be affected. The dimensions of job stress will impact the performance and will decrease the productivity obviously (Akgunduz, 2015).

According to literature, role ambiguity emerges when the responsibilities didn't determine clearly, so the employees will not have the specific information about their limit to complete an allocated task which may lead to tension and worrying. Different studies referred to this concept and linked it with job dissatisfaction factors (Ram, 2011).

Role ambiguity may occur because of the unsureness, different expectations, aware of the appraisal of individual behavior, lack of clarity among workers about the scope and their work and associated responsibility of the job (Rizzo et al., 1970). Kemery (2006) supported the previous concept. If there is a lack of clarity in a workplace about rules or procedures, perhaps role ambiguity will emerge. Also, if the rules weren't summarized it will cause another source of role ambiguity. The experience will help the superiors or managers to avoid the ambiguity and solve the problems by contacting effectively with subordinates.

This issue emerged as a result of different aspects, like the confusion of the roles and tasks, misunderstanding among colleagues' expectations, lack of required knowledge for accomplishing the tasks, awareness of the work assessments (Dunham, 2002).

2.4.2.2 Role conflict

When a worker gets a negative message regarding completion of his duties, the opposition in job task, undesirable responsibilities for employee, a particular task that unrelated to his job dealing with unwanted people, the role conflict emerge in a job environment (Konopaske et al., 2013).

Two types of role conflict will be identified. The first arises because of contradictory expectations from other people, and the second from the contradictory roles that have to be reconciled in one appointment (Dunham, 2002).

Banat (2009) study reveals that the conflict between the colleagues needs and the organization requirements, is another source of the conflict. An employee usually finds himself confused between the instruction's commitment, polices of the organization that

he works in and the wishes of colleagues who are waiting his assistance. Such problem always occurs with the new workers in the working environment.

In role conflict situations, a person who fulfils one requirement may find a difficulty in fulfilling the other duties and put him in mutually opposed predictions which are considered as extreme cases. For example, if a manager performed an appraisal of a worker and at the same time, he directed the worker in the function, the manager's role may conflict (Robbins et al., 2017).

Ram et al. (2011) explain the effect of role ambiguity and role conflict as stress dimensions among bosses of manufacturing firms in Pakistan. The study shows that job stress is positively influenced by role ambiguity and role conflict. It is also revealing that job stress is an abstraction factor to complete the use of their power for eighty percent of the managers. The study also shows that the unacceptable nature of job stress resulted from role conflict and ambiguity. Studies clarify that role stressors can be put in an acceptable level so as not to raise the job stress.

2.4.2.3 Role overload

According to Yalin et al. (2014), when there are a lot of tasks and duties should be performed by the workers in a short time with restricted capabilities of the workers, this will cause role overload. Here, the workers will be embarrassing to finish the job before the deadline. When the time is perfectly arranged, the employees will be able to do a lot of things efficiently.

Akgunduz (2015) emphasizes that role overload is one of the most important dimensions of job tension as it is a result of time mismanagement, restricted capabilities and recourses. These dimensions are proportionated positively with pressure and negatively with workers' output.

Flynn et al. (1995) supported the previous concept. The researchers clarified that too much tasks, lack of knowledge and limited individual capabilities affect negatively the workers' health and their behavior towards work. Also, the trust in themselves will probably be influenced reactively and will belittle the output in return.

According to Warr (2002), a high workload emerges when there are two or more tasks are affects performance negatively, so the pressure will be going to high which leads to stress.

Cranwell-Ward and Abbey (2005) also confirm this fact, reporting that the role overload can increase when there is a reduction of actions for which the employees are predicted to make up for lack of other employees.

2.4.3 Findings of earlier studies on job stress

Job stress can be modified in many factors. The main effective factor is the organizational climate. Arguments showed that favorable work environment belittles the workers' tension. Otherwise, when the psychological conditions of the employees are unsuitable this will expand the tension. Nasurdin et al. (2006) conducted a study in Malaysia. The finding of the study reveals that favorable climate can be accomplished by various elements such as high independency and strong co-worker relations. Moreover, supervisory sustain and low work stress are other effective positive elements.

In this topic, Hancock et al. (2003) examined stress among new graduated nursing in Australia. The first three months of work showed that the role ambiguity is the most effective factor of stress. While after ten months of work, the role overload was the most influential factor. This study explained the stress dimensions among nurses.

Stout and Posner (1984) applied a study to explain the relationship between the dimensions of job stress (role overload and role ambiguity) and stress in mental health institutions. They reached that health and human service institutions should be organized in a way that decrease stress levels and minimize the above dimensions. Keenan et al. (1979) also measured the relationship of job pressure with job dissatisfaction. Researchers found that there is a positive relationship between job stressors and job satisfaction.

Smith et al. (1999) developed a professional distinguished model to assess the stress process of nurses. They took particular professional stressors (role ambiguity, role conflict and role overload) as effected means in the study. The findings showed that there is a direct and indirect impact of organizational climate on stressors. Researchers suggested that empirical works should emphasis on producing interaction procedures that arranged particularly to influence stressors and their causes.

Another matter of researchers' care is the relationship between job environment and mental health of workers. Arnetz et al (2011) determined the relationship among the employees in a hospital. They took the organizational coherence as a mean factor in this study. Additionally, the study exposes that arranged climate and recognized efficiency effect partially the stress and mental health in any workplace.

Dhillon et al. (2005) conducted a study in the newspaper industry where stress level of employee is high. The study resulted a negative relationship between workers stress and recognized organizational environment. The researchers mentioned that open climate may decrease tension in the workplace.

Curra et al. (1981) studied the job stress dimensions and its relationship with the dimensions of organizational climate such as connections in an organization, supportive circumstances, decision making policies among nursing staff. The researchers reach that job stress dimensions are related to organizational climate. Organizational creativity has accepted as an important element for distinction and success.

Scholars are interested in clarifying the organization creation factors. Job environment is one of those factors, so stress is directly affected the employee's creativity.

Ren et al. (2015) supported the above opinion by making a study in one of the Chinese organizations. The results show that the employees' ability of innovation differs according to stress factors. If these factors considered as challenges, they will affect positively the innovation. While if they are regarded as an obstacle, they will affect it negatively.

Organizational climate and workers' intent to stay are directly related subjects. Employees' conscious and deliberate willingness to stay with the organization is called an intent to stay. To be able to increase workforce loyalty and reduce employee turnover, understanding the dynamics of employees' intent to stay is a crucial matter. Vong, Ngan, and Lo (2018) conducted a study to investigate the moderating influence of organizational climate on the relationship between job stress and intent to stay. The findings of the study revealed that stressed employees working in organizations characterized by negative organizational climate had far less desire to stay with the organization than those working in organizations with a favorable organizational climate.

In the pharmaceutical production, Whetstone (1985) studied the problem of stress and the management's role in reducing job stressors. The study indicated that role ambiguity is the main source of tension for companies. While the other stressors are the next significant causes of tension. These three stressors led to functional behavior which in return caused weak accomplishment and low output. The study concludes that if the management developing the system and improving the environment of work, it will decrease the negative impact of stressors.

3. THEORY DEVELOPMENT

3.1 THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE (OCL) AND PERCEIVED ORGANIZATIONAL SUPPORT (POS)

For the sake of the employees and organizations' advantages, organizations should evaluate the employees as a precious source for the human capital. When the employee recognizes the appreciation of his organization for all his doing, participations, desires, the benefit will be reflected on both the employees and taskmaster. Increasing perceived organizational support will improve the performance and commitment of the employee. Observation of the work environment, chances for advancement and job safety, suitable human resource attitudes, comfortable job circumstances and fair dealing, favorable overlooking are human resources management ways that lead to high perceiving of organizational support. The employee will be more convinced with his job, closely related to the organization, adopt the organizations objectives as his own and loyal towards his organization (Malone et al., 2016).

According to the results of Köse (2015) study, a statistically significant relationships between perceived organizational support (POS) and organizational climate (OCL) has been found.

The researchers began to concern the concept of the organizational support since 1950s. The organizational support is related to the positive results like a safe workplace, sufficient performance of workers and their loyalty to the organization.

Howes (1997) suggested that there are some factors which reinforce the employees' awareness about their organization such as; the dealing of their supervisors, the fairness of the system and the reward policy depended in their work.

Lamm et al. (2014) emphasizes the previous opinion concerning perceived organizational support. The results of many empirical studies reveal that when the favorable organizational climate is supplied, the involvement and commitment of workers' feeling will be positively affected.

Johlke et al. (2003) believes that workers' recognition of their organization should be one of the main necessities of management for successful organizational performance. Their study reveals that managers should depend mechanisms to obtain a better employees' recognition about their organization.

This study is confirming the previous concepts that refer to the correlation between organizational climate and perceived organizational support.

The theoretical framework of this study was based on different scientific theories. According to Eisenberger's Organizational Support Theory (1986), employees might have attitudes to observe the evaluation and attention of their organization about their interests.

According to the Organizational Support Theory by Eisenberger (1986), this study supposes a positive relationship between a positive organizational climate and perceived organizational support. Occurring adequate work environment, supervisor's encouragement, helpful co-workers, warm relationships and a fair administrative system makes the employees perceive the support around them.

The above discussion leads to the following hypothesis:

H1. A positive organizational climate will have a positive effect on perceived organizational support.

3.2 THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE (OCL) AND JOB SATISFACTION (JSAT)

Organizational climate is an essential feature related to the organization. It has been defined as one of the characteristics that can be measured for the job environment, considered directly or indirectly by the workforce and it is supposed to affect the motivation and attitude (Litwin & Stringer, 1968).

Several studies have emphasized the dimensions of the organizational climate and job satisfaction. Friedlander and Margulies (1969) conducted their study in an electronics firm. The study showed that there is a significant effect of organizational climate on the satisfaction of employee.

Lyon et al., (1974) also confirmed the previous finding. The researchers conducted their survey among the nurses and administrators in a hospital situated in United States.

York (1988) measured in a study in Midwestern University, the relationship between job satisfaction and organizational climate. He found that they are correlated.

In this context, Nalla, and Kang (2012) performed a research among police officers in South Korea. It shows that there is a strong relationship between organizational climate and job satisficing.

Tsai (2014) measured the effect of organizational climate of workers job satisfaction in an industry located in Taiwan. The study assured that the organizational climate has a crucial influence on job satisfaction. It also suggested that an organization should establish a perfect system and supportive environment that reinforce the employees' satisfaction.

The study of Seneviratna (2013) resulted that there is a significant correlation between organizational climate and job satisfaction of custom's officers in Sri Lanka.

Also, Bojadjev et al. (2015) examined the impacts of the organizational climate on job satisfaction. The questionnaire was distributed among the workers in municipality in Macedonia. A significant correlation is observed between organizational climate and job satisfaction. The study proposes that workplace modifying is necessary for better performance.

The presented scholars above, reveal that the correlation between organizational climate and job satisfaction is one of the significant issues in human resources management (HRM). Employee's satisfaction is a crucial factor that impacts the overall outcome of an organization. When the employee's satisfaction level is high, the finding of the outcome will be more productive and successful. Thus, many researchers focused on studying this relationship.

According to Herzberg's Two Factor Theory (1959), job satisfaction is the result of various elements, motivation and hygiene. Motivation is the initial power that support employees to achieve their aims. The factors of motivation are the main reasons for the will to perform the job and to supply them with satisfaction. Hygiene factors include work climate characteristics, like job circumstances, personal affairs and organizational strategies. Thus, these factors will affect the employees' satisfaction.

The above discussion leads to the following hypothesis:

H2. A positive organizational climate will have a positive effect on job satisfaction.

3.3 THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE (OCL) AND JOB STRESS (JS)

Stress may be caused by the disharmony between the person and the environment. This happens when there is a difference between the motives of the employee and job demands, or between the requirements of the job and the capabilities of the person to fulfill those requirements. Motives involve different elements such as income,

involvement and self-utilization. While requirements involve work overload and job complication. There is no particular supposition about that, for example, some people may find sharing in making the decision is a demand while others find it as a necessity or a wish. Work conditions can be explained through the opinions of the employees and the stress depend on their senses, wishes and capabilities (Baker, 1985).

Smith et al. (1999) investigated their study among the securities sale's personnel in Malaysia concerning the relationship between the organizational climate and job stress. The study reached that they are affected negatively.

Ahghar (2008) examined the relationship between schools' climate and teachers' stress. The study shows that in spite of the importance of the physical climate and school characteristics for success, there are other significant factors like the property of the school climate and characteristics for a successful education. It is founded that the main source of stress is the negative climate. The weak relations among staff and closed climate increase the stress level.

Hadav et al. (2015) also studied the physical education staff. Among their research population, they explained the relationship between job stress, work climate and job exhausted. The researchers discovered that the warm environment and supportive supervisors belittle the job stress among the staff.

One of the familiar research topics for decades, is the relation between the job climate and its stress. It has been seen that the job climate is one of the main causes of job stress.

In the same field, there are supportive literature backed that favorable climate reduces work stress while undesirable circumstances complicate the workers' resistance against job stress. Co-workers relations and supportive management supervision are factors that influence the level of job stress. The research in different fields such as education, health proved the negative relationship between favorable climate and job stress.

To measure the relationship between organizational climate and job stress, this study was based on two theories. The first theory that the researcher depended on, is the Job Demand-Control (JDC) Theory of Karasek (1979). The theory assumes that job stress is caused by the connection between different job demands relating to role overloads, role conflict and job control.

The Transactional Theory by Lazarus and Folkman (1987) is the second theory that this study was based on. They suggest that stress is the direct output of dealing between an individual and their environment.

The present study seeks to clarify the relationship between organizational climate and job stress and explore how the work environment affects job stress. According to the Transactional Theory by Lazarus and Folkman (1987), we suppose that a negative organizational climate will cause tension among employees and in the opposite direction, a positive organizational climate will reduce the tension in the work environment which will affect the employees' emotions negatively and waste their energies.

The above discussion leads to the following hypothesis:

H3. A positive organizational climate will have a negative effect on job stress.



4. METHODOLOGY

4.1 RESEARCH QUESTIONS

The current study will seek to answer the following questions:

RQ1. What is the effect of organizational climate on perceived organizational support?

RQ2. What is the effect of organizational climate on job satisfaction?

RQ3. What is the effect of organizational climate on job stress?

4.2 RESEARCH MODEL

The model depicting the hypothesized effects of organizational climate on perceived organizational support, job satisfaction and job stress is as follows:

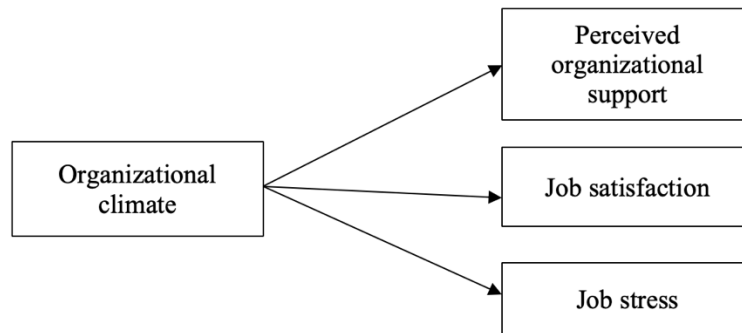


Figure 3. Research model

4.3 HYPOTHESES

Depending on the research model, three hypotheses were developed in order to test the effects of organizational climate on perceived organizational support, job satisfaction and job stress:

H1. A positive organizational climate will have a positive effect on perceived organizational support.

H2. A positive organizational climate will have a positive effect on job satisfaction.

H3. A positive organizational climate will have a negative effect on job stress.

4.4 QUESTIONNAIRE

The survey type used in this study is a questionnaire. The researcher used four scales which covered the four variables of the study. The survey was conducted in Iraqi Ministry of Electricity. The questionnaire was designed to consist of four parts and 61 questions. The questionnaire was selected based on a review of previous studies as it corresponds to this study. The questionnaire of each variable was quoted from a scientific source referred to in the references. The Likert scale was adopted in the answer scale. The Likert scale is one of the most important methods of scale determination standards and questionnaires, and the five-dimensional Likert method was adopted in the current study. According to this ranking, the items were rated on a 5-point Likert scale (1 = Strongly Disagree; 5 = Strongly Agree). The fourth part of the questionnaire identified employees' demographic data, such as gender, age, tenure and education. Demographic items were included in the questionnaire to describe the sample.

The following part will display the four scales that the researcher adopted in measuring the study's variables:

- Organizational climate scale by Litwin and Stringer (2002).
- Short version of the Perceived organizational support scale by Eisenberger et al. (1986).
- Job satisfaction scale by Judge, Locke, Durham, and Kluger (1998).
- The scale that used for measuring Job stress variable contains 17 items. These items like a combination of three different scales: Role ambiguity and role conflict was measured by using a scale developed by Rizzo, House and Lirtzman (1970). Role overload was adopted from the works of Beehr, Walsh and Taber (1976). The translated form of this scale is taken from the master thesis of Kaygısız, (2015).

4.5 SAMPLE

The group from which the information is collected about is called a sample as to the definition of Fraenkel, Wallen, and Hyun (1993). The target size of the sample to be surveyed for the quantitative research is 120 persons, so the researcher distributed that number of questionnaires but only 100 copies were received from them, that's why 20 copies were distributed again to make up for the lack, so the size of the sample is composed of 119 respondents from the public sector. Iraqi Ministry of Electricity was chosen because it is one of the most important institutions of the public sector in Iraq. The data have been collected from different departments in the ministry (the headquarter in Baghdad) by using the convenience sampling method. convenience sample was defined by Vanderstoep and Johnston (2009) as the way of selecting the sample that the researcher knows or people who live close to the survey site. The researcher used a Likert scale method in collecting data. The questionnaires have been distributed among the employees and their immediate supervisors. Demographical questions in the questionnaire included gender, age, education and tenure. A mean is the sum of all scores divided by the number of scores. The mean is used to measure central tendency or center of a score distribution generally, so the average age of the employees is 40.78, ranging from 24 to 64. The data also showed that 6.7% of the contacted employees attended high school, 3.4% have a diploma, 76.5% graduated from university, and 13.4% completed higher education. The average tenure of employees is 16.39 years, ranging from a minimum of 2 to a maximum of 41 years.

Table 1. The sample characteristics of the study

Demographic characteristics N= 119	Mean	Min	Max	Category	Frequency	Percent
Gender				Male	68	57.1%
				Female	51	42.9%
Age	40.78	24	64	30 years and less	17	14.3%
				31-35 years	20	16.8%
				36-40 years	33	27.7%
				41-45 years	20	16.8%
				46 years and over	29	24.4%
Tenure	16.4	2	40	2-5 years	13	10.9%
				6-10 years	17	14.3%
				11-15 years	38	31.9%
				16-20 years	23	19.3%
				21 years and over	28	23.5%
Education				High school	8	6.7%
				Diploma	4	3.4%
				University	91	76.5%
				Higher education	16	13.4%

4.6 DATA COLLECTION

The surveys were distributed between August 15 and 19, 2018. The answered questionnaires were directly delivered to the researcher. The researcher has translated the scale items from English to Arabic which is the mother language of the respondents

4.7 DATA ANALYSIS TECHNIQUES

The data analysis was carried out using the statistical software (Statistical Package for the Social Sciences) SPSS version 23. The collected data was initially analyzed according to factor and reliability analysis. The Cronbach's Alpha test was performed for reliability analysis. Factor analysis was conducted by measuring KMO and Bartlett's Test of Sphericity. Multiple regression analysis is conducted to see the effects of organizational climate on perceived organizational support, job satisfaction and job stress.

5. FINDINGS OF THE STUDY

5.1 TESTING FOR RELIABILITY

Table 2 summarizes the Cronbach's Alpha values used for the calculation of the reliabilities for all the scale items used to test the hypotheses. For high internal consistency, Cronbach's alpha is expected to be above the threshold limit 0.70 (Hair et al., 2010).

As seen in Table 2, all the scale items have high reliabilities that are greater than 0.7. Therefore, no items of the used scales were deleted.

Table 2. Reliability Results for Study Variables

Variable	Number of Items	Cronbach's Alpha
Organizational climate	24	.84
Perceived organizational support	8	.89
Job satisfaction	5	.89
Job stress	17	.76

5.2 EXPLORATORY FACTOR ANALYSIS (EFA)

For each of the scale items used to test the hypotheses, an Exploratory Factor Analysis is carried out to see to how many previously unknown dimensions, referred to as variables, the scale items are reduced. In addition to EFA, the results of KMO Measure of Sampling Adequacy and Bartlett's Test of Sphericity are provided for each scale in order to validate the appropriateness of data for EFA analysis. If the KMO measure is above the value of 0.50 and Bartlett's test of Sphericity is significant, then EFA is justified (Hair et al., 2010).

The results of the factor analyses can be found in tables 3,4,5 and 6 below.

The factor loadings of the items of organizational climate can be found in table 3 below. The factor analysis for organizational climate revealed six factors with Eigenvalues above 1. Factor 1 contains 8 items (1, 3, 4, 7, 8, 15, 21, 23), Factor 2 contains 3 items (2, 13, 18), Factor 3 contains 4 items (5, 9, 17, 19), Factor 4 contains 2 items (12, 20), Factor 5 contains 2 items (22, 24), and Factor 6 contains 5 items (6, 10, 11, 14, 16). These factors represent 60.33% of the total variance. Because the researcher is interested in the general

organizational climate, all of the factors were combined together. Items with loadings lower than 0.50 (items 2, 11 and 23) have been deleted

Table 3. Factor Analysis Results for Organizational Climate (OCL)

Items	Loadings
1. I feel as a member of a functioning team	.64
2. The managers do not want to consult them about everything, so I do what I think is true (R)	.43
3. The staff in this department trust each other	.53
4. The tasks in this department are clearly defined and logically structured	.59
5. In this department, employees are rewarded according to their performance	.70
6. In this department, encouragement and rewards are prevalent rather than threats and criticism	.57
7. In my department, high standards for performance are prevalent	.67
8. In this department, the person who is responsible for decision making is known and specific	.61
9. For some tasks, I do not know which manager I am responsible to (R)	.68
10. Managers in this department want that tasks should be continuously improved	.69
11. I usually adhere to determined goals	.39
12. I continuously feel under pressure to improve the performance of individuals and groups.	.63
13. In this department, personal judgments are not trusted; therefore, almost everything is checked twice. (R)	.65
14. In this department, you are not tolerated by upper management when you make a mistake (R)	.59
15. I am proud to belong to this department	.63
16. When I take on a difficult task, I believe that my managers and colleagues will help me to accomplish it	.72
17. When I do a good job, I will be noticed and appreciated	.60
18. According to the managerial understanding in this department, workers have to solve their problems by themselves (R)	.68
19. This department has a promotion system for best performers	.64
20. The lack of systems and actions plans sometimes leads to diminished productivity (R)	.53
21. I really do not care about what happens in this department (R)	.63
22. In this department, one cannot proceed unless one tries to do some tasks by his or herself (R)	.63
23. As far as I observe, the employees in this department do not have much devotion (R)	.46
24. The employees in this department take pride in their own performance.	.59
Variance explained (%)	60.33
KMO Measure of Sampling Adequacy	.82
Bartlett's Test of Sphericity (sig.)	.00

After the factor analysis for organizational climate has been rerun, the researcher has seen that another item (item 3) had a factor loading below 0.50 (0.47). Therefore, item 3 has

also been deleted from the factor analysis. Table 4 presents the loadings of the items of organizational climate after the four items have been deleted.

Table 4. Revised Factor Analysis Results for Organizational Climate (OCL)

Items	Loadings
1. I feel as a member of a functioning team	.64
4. The tasks in this department are clearly defined and logically structured	.57
5. In this department, employees are rewarded according to their performance	.71
6. In this department, encouragement and rewards are prevalent rather than threats and criticism	.60
7. In my department, high standards for performance are prevalent	.66
8. In this department, the person who is responsible for decision making is known and specific	.67
9. For some tasks, I do not know which manager I am responsible to (R)	.66
10. Managers in this department want that tasks should be continuously improved	.67
12. I continuously feel under pressure to improve the performance of individuals and groups.	.76
13. In this department, personal judgments are not trusted; therefore almost everything is checked twice. (R)	.69
14. In this department, you are not tolerated by upper management when you make a mistake (R)	.66
15. I am proud to belong to this department	.70
16. When I take on a difficult task, I believe that my managers and colleagues will help me to accomplish it	.75
17. When I do a good job, I will be noticed and appreciated	.64
18. According to the managerial understanding in this department, workers have to solve their problems by themselves (R)	.70
19. This department has a promotion system for best performers	.64
20. The lack of systems and actions-plans sometimes leads to diminished productivity (R)	.52
21. I really do not care about what happens in this department (R)	.64
22. In this department, one cannot proceed unless one tries to do some tasks by his or herself (R)	.65
24. The employees in this department take pride in their own performance	.60
Variance explained (%)	65.66
KMO Measure of Sampling Adequacy	.80
Bartlett's Test of Sphericity (sig.)	.00

The factor loadings of the items of perceived organizational support can be found in table 5 below. The factor analysis for perceived organizational support revealed one factor with an Eigenvalue above 1. This factor represents 57.20% of the total variance. All of the items have factor loadings above 0.50.

Table 5. Factor Analysis Results for Perceived Organizational Support (POS)

Items	Loadings
1. The organization I work for values my contribution to its well-being	.83
2. The organization I work for fails to appreciate any extra effort from me (R)	.75
3. The organization I work for would ignore any complaint from me (R)	.74
4. The organization I work for really cares about my well-being	.84
5. Even if I did the best job possible, the organization I work for would fail to notice (R)	.68
6. The organization I work for cares about my general satisfaction at work.	.77
7. The organization I work for shows very little concern for me. (R)	.61
8. The organization I work for takes pride in my accomplishments at work.	.80
Variance explained (%)	57.20
KMO Measure of Sampling Adequacy	.89
Bartlett's Test of Sphericity (sig.)	.00

The factor loadings of the items of job satisfaction can be found in table 6 below. The factor analysis for job satisfaction revealed one factor with an Eigenvalue above 1. This factor represents 69.61% of the total variance. All of the items have factor loadings above 0.50.

Table 6. Factor Analysis Results for Job Satisfaction (JSAT)

Items	Loadings
1. I am fairly well satisfied with my job.	.85
2. Most days I am enthusiastic about my work.	.79
3. Each day of work seems like it passes by fast.	.66
4. I find real enjoyment in my work.	.94
5. I consider my job pleasant.	.91
Variance explained (%)	69.61
KMO Measure of Sampling Adequacy	.83
Bartlett's Test of Sphericity (sig.)	.00

The factor loadings of the items of job stress can be found in table 7 below. The factor analysis for job stress revealed four factors with Eigenvalues above 1. These factors represent 58.55% of the total variance. Factor 1 contains 7 items (1, 2, 3, 4, 5, 6, 11), Factor 2 contains 6 (7, 8, 9, 10, 12, 16) items, Factor 3 contains 3 items (13, 14, 17), Factor 4 contains 1 item (15). All of the items have factor loadings above 0.50. Because the researcher is interested in the general job stress, all of the factors were combined together. Items with loadings lower than 0.50 (items 1, 7, and 16) have been deleted.

Table 7. Factor Analysis Results for Job Stress (JS)

Items	Loadings
1. I'm sure about my authorities at work (R)	.45
2. There are clear and specific goals for what I am doing (R)	.61
3. I believe that I split my time most appropriately between my tasks (R)	.65
4. I know my responsibilities well (R)	.75
5. I know what is exactly expected from me in my work (R)	.73
6. The work that I have to do is clearly defined (R)	.66
7. Sometimes I have to do tasks that are actually not my responsibility	.46
8. Sometimes I have to do tasks that exceed my abilities	.55
9. Sometimes I have to break rules or work policies in order to complete a certain task	.51
10. Sometimes I have to work with two or more groups who do their jobs in very different ways	.57
11. Sometimes I get contradicting orders about my work	.65
12. Sometimes I have to do tasks that are accepted by some people and not accepted by others	.56
13. Sometimes I have to complete some tasks despite the lack of tools and resources	.57
14. I work on unnecessary tasks	.62
15. I have enough time to complete what is expected from me (R)	.66
16. I usually have more responsibilities than what I can take on	.39
17. The performance standards at my work are very high	.58
Variance explained (%)	58.55
KMO Measure of Sampling Adequacy	.79
Bartlett's Test of Sphericity (sig.)	.00

Table 8 below presents the loadings of the items of job stress after the three items have been deleted.

Table 8. Revised Factor Analysis Results for Job Stress (JS)

Items	Loadings
2. There are clear and specific goals for what I am doing (R)	.60
3. I believe that I split my time most appropriately between my tasks (R)	.67
4. I know my responsibilities well (R)	.79
5. I know what is exactly expected from me in my work (R)	.76
6. The work that I have to do is clearly defined (R)	.68
8. Sometimes I have to do tasks that exceed my abilities	.58
9. Sometimes I have to break rules or work policies in order to complete a certain task	.60
10. Sometimes I have to work with two or more groups who do their jobs in very different ways	.57
11. Sometimes I get contradicting orders about my work	.65
12. Sometimes I have to do tasks that are accepted by some people and not accepted by others	.57
13. Sometimes I have to complete some tasks despite the lack of tools and resources	.59
14. I work on unnecessary tasks	.64
15. I have enough time to complete what is expected from me (R)	.73
17. The performance standards at my work are very high	.58
Variance explained (%)	64.46
KMO Measure of Sampling Adequacy	.78
Bartlett's Test of Sphericity (sig.)	.00

5.3 HYPOTHESIS TESTING

Multiple regression analysis is used in order to analyze the effects of organizational climate (OCL) on perceived organizational support (POS), job satisfaction (JSAT) and job stress (JS).

The multiple regression models for the first dependent variable, perceived organizational support (POS), are demonstrated as follows:

$$\text{Model 1: POS} = \beta_0 + \beta_1 *(\text{Age}) + \beta_2 *(\text{Gender}) + \beta_3 *(\text{Tenure}) + \varepsilon$$

$$\text{Model 2: POS} = \beta_0 + \beta_1 *(\text{Age}) + \beta_2 *(\text{Gender}) + \beta_3 *(\text{Tenure}) + \beta_4 *(\text{OCL}) + \varepsilon$$

In these models; age, gender, and tenure are control variables.

Tables 9 and 10 illustrate the linear regression analysis results for the first dependent variable, perceived organizational support (POS):

Table 9. Model Summary of the Multiple Regression Analysis for the Contribution of Organizational Climate (OCL) to Perceived Organizational Support (POS)

Model Summary										
Model	R	R ²	Adj. R ²	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR ²	ΔF	df1	df2	Sig. ΔF	
1	.10	.01	-.02	.83	.01	.39	3	115	.76	1.86
2	.67	.45	.43	.62	.44	91.53	1	114	.00	

Table 10. Regression Coefficients for the Contribution of Organizational Climate (OCL) to Perceived Organizational Support (POS)

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	β			Tolerance	VIF
1	(Constant)	3.38	.31		10.85	.00		
	Age	.08	.11	.13	.76	.45	.28	3.58
	Gender	-.10	.16	-.06	-.62	.54	.97	1.03
	Tenure	-.08	.11	-.13	-.74	.46	.28	3.55
2	(Constant)	-.42	.46		-.92	.36		
	Age	.02	.08	.03	.19	.85	.28	3.61
	Gender	-.15	.12	-.09	-1.28	.20	.97	1.03
	Tenure	-.02	.08	-.02	-.18	.86	.28	3.57
	OCL	1.20	.13	.67	9.57	.00	.99	1.01

a. Dependent Variable: POS

Regression analysis revealed that organizational climate ($\beta = .67, t = 9.57, p < .05$), has a significant positive effect on perceived organizational support. This model explains 43%

of the variance ($p < .05$). So, H1 (A positive organizational climate will have a positive effect on perceived organizational support) is supported.

The multiple regression models for the second dependent variable, job satisfaction (JSAT), are demonstrated as follows:

$$\text{Model 1: JSAT} = \beta_0 + \beta_1 *(\text{Age}) + \beta_2 *(\text{Gender}) + \beta_3 *(\text{Tenure}) + \varepsilon$$

$$\text{Model 2: JSAT} = \beta_0 + \beta_1 *(\text{Age}) + \beta_2 *(\text{Gender}) + \beta_3 *(\text{Tenure}) + \beta_4 *(\text{OCL}) + \varepsilon$$

In these models; age, gender, and tenure are control variables.

Tables 11 and 12 illustrate the linear regression analysis results for the second dependent variable, job satisfaction (JSAT):

Table 11. Model Summary of the Multiple Regression Analysis for the Contribution of Organizational Climate (OCL) to Job Satisfaction (JSAT)

Model Summary										
Model	R	R ²	Adj. R ²	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.23	.05	.03	.83	.05	2.12	3	115	.10	1.85
2	.67	.45	.43	.63	.40	83.40	1	114	.00	

Table 12. Regression Coefficients for the Contribution of Organizational Climate (OCL) to Job Satisfaction (JSAT)

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	β			Tolerance	VIF
1	(Constant)	3.59	.31		11.44	.00		
	Age	.03	.11	.05	.27	.79	.28	3.58
	Gender	-.16	.16	-.10	-1.04	.30	.97	1.03
	Tenure	.11	.11	.16	.96	.34	.28	3.55
2	(Constant)	-.14	.47		-.30	.77		
	Age	-.04	.08	-.06	-.43	.67	.28	3.61
	Gender	-.21	.12	-.13	-1.79	.08	.97	1.03
	Tenure	.17	.09	.26	2.01	.05	.28	3.57
	OCL	1.17	.13	.64	9.13	.00	.99	1.01

a. Dependent Variable: JSAT

Regression analysis revealed that organizational climate ($\beta = .64$, $t = 9.13$, $p < .05$), has a significant positive effect on job satisfaction. This model explains 43% of the variance ($p < .05$). So, H2 (A positive organizational climate will have a positive effect on job satisfaction) is supported.

The multiple regression models for the third dependent variable, job stress (JS), are demonstrated as follows:

$$\text{Model 1: JS} = \beta_0 + \beta_1 *(\text{Age}) + \beta_2 *(\text{Gender}) + \beta_3 *(\text{Tenure}) + \varepsilon$$

$$\text{Model 2: JS} = \beta_0 + \beta_1 *(\text{Age}) + \beta_2 *(\text{Gender}) + \beta_3 *(\text{Tenure}) + \beta_4 *(\text{OCL}) + \varepsilon$$

In these models; age, gender, and tenure are control variables.

Tables 13 and 14 illustrate the linear regression analysis results for the third dependent variable, job stress (JS):

Table 13. Model Summary of the Multiple Regression Analysis for the Contribution of Organizational Climate (OCL) to Job Stress (JS)

Model Summary										
Model	R	R ²	Adj. R ²	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					ΔR^2	ΔF	df1	df2	Sig. ΔF	
1	.24	.06	.03	.45	.06	2.28	3	115	.08	1.87
2	.50	.25	.22	.40	.19	29.52	1	114	.00	

Table 14. Regression Coefficients for the Contribution of Organizational Climate (OCL) to Job Stress (JS)

Model	Independent Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		β	Std. Error	β			Tolerance	VIF
1	(Constant)	3.10	.17		18.14	.00		
	Age	-.05	.06	-.16	-.91	.36	.28	3.58
	Gender	-.22	.09	-.24	-2.57	.01	.97	1.03
	Tenure	.05	.06	.14	.83	.41	.28	3.55
2	(Constant)	4.51	.30		14.93	.00		
	Age	-.03	.05	-.08	-.55	.59	.28	3.61
	Gender	-.20	.08	-.21	-2.61	.01	.97	1.03
	Tenure	.03	.06	.07	.47	.64	.28	3.57
	OCL	-.45	.08	-.44	-5.43	.00	.99	1.01

a. Dependent Variable: JS

Regression analysis revealed that organizational climate ($\beta = -.44$, $t = -5.43$, $p < .05$), has a significant negative effect on job stress. This model explains 22% of the variance ($p < .05$). So, H3 (A positive organizational climate will have a negative effect on job stress) is supported.

6. DISCUSSION, CONCLUSION AND RECOMMENDATIONS FOR FUTURE STUDIES

6.1 DISCUSSION

This study has investigated the effect of organizational climate on perceived organizational support, job satisfaction and job stress of employees in Iraqi Ministry of Electricity, the headquarter in Baghdad.

Litwin and Stringer (1968) determined nine dimensions of organizational climate. They tried to operationalize the organizational climate in terms of participant perceptions of different aspects of the organization. The nine dimensions are structure, responsibility, reward, risks, warmth, support, standards, conflict and identity (Muchinsky, 1976).

As hypothesized and found in H1, in line with the researcher's propositions based on Eisenberger's Organizational Support Theory (1986), we found a positive relationship between a positive organizational climate and perceived organizational support.

This finding of the study is consistent with the study finding of Johlke et al., (2003). Organizational support is generally related to positive outcomes of the organization like a safe work environment, increased performance of workers, and loyalty to the organization. According to the literature, managers should develop mechanisms to be able to understand employees' perception about their organization better. Organizational climate and perceived organizational support are two important concepts of which researchers care of in their studies.

As hypothesized and found in H2, in line with the researcher's propositions based on Herzberg's Two Factor Theory (1959), we found a positive relationship between a positive organizational climate and job satisfaction.

Several studies had revealed that the relationship between organizational climate and job satisfaction is one of the most important topics to be studied among researchers. Literature revealed that every organization should focus on job satisfaction of employees because it is an essential factor that will increase or decrease the overall output of an organization. Slocum et al. (1975) mentioned the concept of job satisfaction as a function of the interaction between the personality characteristics of the individual and the perceived environment job satisfaction.

As hypothesized and found in H3, in line with the researcher's propositions based on the Karasek's Job Demand-Control (JDC) Theory (1979), Lazarus and Folkman's

Transactional Theory (1987), we found a negative relationship between a positive organizational climate and job stress.

In this sense, the study conducted by Ahghar (2008), reveals the same finding. Stress is regarded as an outcome of the interaction between the individuals and the environment (Yongkan, 2014).

Also, there are supportive findings in the literature that a positive organizational climate decreases job stress and unfavorable conditions make it more difficult for employees to work with pressure (Luthans, 2011).



6.2 CONCLUSION

In the literature, there is no agreement on the definition or concept of organizational climate. However, it is stated that organizational climate is the interaction between staff and organization during organizational and administrative work. The shape of the climate is determined through this interaction.

According to Pritchard et al. (1973), organizational climate represents the quality of an organization's internal environment. Organizational policies, procedures, and conditions including reward systems to individual workers' needs, warmth and support groups are seen as an important, influential factor (Jones, 1984). When the work environment is positive and open, staff feel more comfortable in such organizations, and human relations are firm. This is called positive satisfaction, which is evaluated by its members and it influences on their attitudes and the performance of the organization. On the contrary, a negative organizational climate, conflict and risks give a wrong impression on the working environment, leading to a poor communication, the conflict between the boss and subordinates which leads to low performance and productivity (Íri, 2015; Mckenna, 2000; Ghavifekr and Pillai, 2016; Pritchard et al., 1973).

There is a scarcity of the studies on organizational climate, employee perceptions of organizational support, job satisfaction and job stress. Previous studies about organizational climate mostly have focused on organizational commitment, job performance, job involvement, predictors of intention to leave the organization and turnover.

The conceptual study framework was based on examining the effect of organizational climate on perceived organizational support, job satisfaction and job stress. Thus, the study aimed to provide a considerable contribution to the literature both by examining the effect of organizational climate on other variables and by highlighting the importance of employee's perception of support from their organization, knowing the level of satisfaction that the employees feel in and the level of stress that the employees were suffering from.

The relationship between variables was tested through the hypotheses. The hypotheses of the study consider that organizational climate can increase or decrease the level of perceived organizational support. Perceived organizational support, which usually appears in the forms of procedural justice, rewarding procedures and supervisors' positive attitudes towards workers, is directly related to organizational climate.

The researcher conducted a survey among employees of Iraqi Ministry of Electricity, the headquarter in Baghdad. The results of the quantitative study provided answers to the research questions and proved that organizational climate has a significant relationship with perceived organizational support, job satisfaction and job stress. The study showed that employees in the ministry would be satisfied with their organization if positive organizational practices are in place. Organizational climate is one of the most significant organizational practices that strengthen organizational support theory and make employees aware of the support provided to them.

Leaders of the ministry should ensure to supply a positive organizational climate which will in the long-term lead to the loyalty of employees and raising the quality of performance. This study has proved that organizational climate influences organizational outcomes. Therefore, it is essential for the ministry to promote organizational practices that support organizational success by providing a positive organizational climate. Superiors in MOE should pay attention to improve organizational climate practices and a fair rewarding system should be created and managed effectively.

Finally, there can be several areas of improvement such as conducting development courses, asking the employees about their needs via surveys or interviews, planning to strengthen organizational support, improvement of the reward systems and motivation, and encouraging the contributions of employees.

6.3 RECOMMENDATIONS FOR FUTURE STUDIES

First of all, the scope of this study was limited to Iraqi ministry of electricity, the headquarter in Baghdad. Studies that related to the same matter should be carried out in other state and private organizations.

Second, further studies can be conducted to compare perceived organizational support, job satisfaction and job stress between private and public organizations to see the effect of organizational climate on these job outcomes in both types of organizations.

Third, the same study can be undertaken in different climates contexts for example in universities.

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APPENDIX



Questionnaire



(An Empirical Study in the Iraqi Ministry of Electricity)

Greetings,

Dear Participant, I am conducting the practical part of my thesis in your Ministry (Iraqi Ministry Of Electricity). This questionnaire is an important part of my thesis carried out at Altınbaş University, Turkey. Graduate Program in Business Administration (MBA). The data that obtained from this study will be used only for academic purposes and kept confidentially. We appreciate your concern in answering the questions and thank you in advance for your prompt attention.

Sincerely,

Researcher:

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Asst. Prof. Nevra Baker

SECTION-1: Please indicate the level of your agreement with the below statements.

Questions	Strongly agree	agree	neutral	disagree	Strongly disagree
1. I feel as a member of a functioning team					
2. The managers do not want to consult them about everything so I do what I think is true					
3. The staff in this department trust each other					
4. The tasks in this department are clearly defined and logically structured					
5. In this department, employees are rewarded according to their performance					
6. In this department, encouragement and rewards are prevalent rather than threats and criticism					
7. In my department, high standards for performance are prevalent					
8. In this department, the person who is responsible for decision making is known and specific					
9. For some tasks, I do not know which manager I am responsible to					
10. Managers in this department want that tasks should be continuously improved					
11. I usually adhere to determined goals					
12. I continuously feel under pressure to improve the performance of individuals and groups.					
13. In this department, personal judgments are not trusted; therefore almost everything is checked twice.					
14. In this department, you are not tolerated by upper management when you make a mistake					
15. I am proud to belong to this department					
16. When I take on a difficult task, I believe that my managers and colleagues will help me to accomplish it					
17. When I do a good job, I will be noticed and appreciated					

18. According to the managerial understanding in this department, workers have to solve their problems by themselves					
19. This department has a promotion system for best performers					
20. The lack of systems and actions-plans sometimes leads to diminished productivity					
21. I really do not care about what happens in this department					
22. In this department, one cannot proceed unless one tries to do some tasks by his or herself					
23. As far as I observe, the employees in this department do not have much devotion					
24. The employees in this department take pride in their own performance					

SECTION-2: Please indicate the level of your agreement with the below statements.

Questions	Strongly agree	agree	neutral	disagree	Strongly disagree
1. I'm sure about my authorities at work					
2. There are clear and specific goals for what I am doing					
3. I believe that I split my time most appropriately between my tasks					
4. I know my responsibilities well					
5. I know what is exactly expected from me in my work					
6. The work that I have to do is clearly defined					
7. Sometimes I have to do tasks that are actually not my responsibility					
8. Sometimes I have to do tasks that exceed my abilities					
9. Sometimes I have to break rules or work policies in order to complete a certain task					
10. Sometimes I have to work with two or more					

10. Sometimes I have to work with two or more groups who do their jobs in very different ways					
11. Sometimes I get contradicting orders about my work					
12. Sometimes I have to do tasks that are accepted by some people and not accepted by others					
13. Sometimes I have to complete tasks despite the lack of tools and resources					
14. I work on unnecessary tasks					
15. I have enough time to complete what is expected from me					
16. I usually have more responsibilities than what I can take on					
17. The performance standards at my work are very high					

SECTION-3: Please indicate the level of your agreement with the below statements.

Questions	Strongly agree	agree	neutral	disagree	Strongly disagree
1. The organization I work for values my contribution to its well-being					
2. The organization I work for fails to appreciate any extra effort from me					
3. The organization I work for would ignore any complaint from me					
4. The organization I work for really cares about my well-being					
5. Even if I did the best job possible, the organization I work for would fail to notice					
6. The organization I work for cares about my general satisfaction at work.					
7. The organization I work for shows very little concern for me.					
8. The organization I work for takes pride in my					

9. I am fairly well satisfied with my job.					
10. Most days I am enthusiastic about my work.					
11. Each day of work seems like it passes by fast.					
12. I find real enjoyment in my work.					
13. I consider my job pleasant.					

SECTION-4: Lastly, please answer the questions below:

- 1) For long have you been working? _____ years
- 2) For long have you been working in your present company? _____ years
- 3) Your gender: Female _____ Male _____
- 4) Your age: _____
- 5) Your level of education:
 High school _____ Diploma _____ University _____
 Higher education _____
- 6) Which department are you working in? _____
- 7) Which position are you working in? _____

The survey is over. Thank you for your participation.