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Investigating the relationship between organizational climate and the personality characteristics of employees



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Roohollah Askari,^{1,2} Tayebeh Zareh,³ Elham Tayefi,⁴ Fatemeh Sepaseh,⁵ Mohammad Amin Bahrami^{2,6*}

ABSTRACT

Background: The employees' understanding of the organization in fact forms organizational climate. One of the most common internal factors affecting the organizational climate is the employees' personality characteristics. Therefore, the aim of this study is to determine the relationship between organizational climate and the personality characteristics of the Fatemeh Alzahra hospital's employees located in Mehriz, Yazd (Iran).

Methods: This study is descriptive and correlational carried out cross sectionally. The research population is the various sectors' staff of the teaching hospital in Mehriz that 140 of them were selected randomly. In order to collect data, the two organizational climate questionnaires of Sam Deep and Lyle Sussman and Eysenck Personality Questionnaire were used. Data using Spss16 software and T-test and Pearson correlation tests were analyzed.

Results: According to our findings, there is no relation between the personality traits of employees and organizational climate. As well as among each of the personality dimensions and organizational climate there are no relationships. Only observed relationship among the employees' personality characteristics and one of the dimensions of organizational climate was as the organizational climate based on agreement on procedures ($P < 0.01$).

Conclusion: The findings show that there is a significant relationship between organizational climate based on agreement on procedures and the employees' personality characteristics of the hospital. Therefore, it is recommended that managers and planners by providing required and healthy human force in terms of personality type and determining the procedures appropriate and targeted for the personnel working in this hospital, help the Organization achieve its excellent goals.

Keywords: organizational climate, personality characteristics, the hospital's employees

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¹Department of Health Services Management, School of Public Health, Shahid Sadoughi University of Medical Sciences, Yazd-Iran

²Hospital Management Research Center, Shahid Sadoughi University of Medical Sciences, Yazd-Iran

INTRODUCTION

One of the most important areas of the sustainable development in human communities is the health sector having a direct relationship to human health, and is responsible for crucial task in maintaining and restoring the health to human community.¹

In today's competitive organizations, only the organizations can continue their lives whose employees emphasize themselves and consequently they have an understanding of their organization creating organizational climate.²

Organization and organizing are an integral part of our lives, we open our eyes in a medical organization, are being learned in numerous organizations, and work in an organization, and have relationship with numerous organizations at the same time. Thus people spend most of their lives in organizations or in their relationship with organizations, and these reflect the importance of organizations position in the today's world. Organizations such as industrial, business ones in order to achieve their goals and plans require numerous and different factors that one of the most important factors is the existence of favorable organizational climate that can have a

significant impact on the performance of the organization.³ Suitable organizational climate in generating motivation, improving morale, mental health, the participation of the individuals in decision-makings and promoting their creativity and innovation is effective.⁴ In general, since the society is an organizational one, activities performed in the field of birth, education, work, recreation, spiritual growth, and death in the community, frequently affected by the environment or climate of the organization. Suitable organizational climate is considered as an important source in providing the mental health of the employees. Therefore, a change in any part of the organizational climate leads to immediate and profound change in how to do the work and in the performance of employees.⁵

One of the most common internal factors affecting organizational climate is the employees' personality characteristics. In fact, the employees of organizations do not have the same personality traits, today, importance of character values as one of the predictors of job performance is not a secret and is very clear and obvious. Because the

*Correspondence to: Mohammad Amin Bahrami, Department of Health Services Management, School of Public Health, Shahid Sadoughi University of Medical Sciences, Yazd, Iran.
aminbahrami1359@gmail.com

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individual character specifies the motivation and attitude of that individual towards a job and the manner in which he/she responds to job requirements.⁶ The term personality according to Velay and Kapferer (2003) is a set of the characteristics relatively sustainable, stable, dynamic and the emotional traits of each individual determining his/her reactions in certain circumstances.

In organizations, the mental health of employees and the effects of the physical and mental health and performance of employees have been paid attention to, in the way that many organizations consider to by scientific research can identify the sources of the stress and tension in the workplace and by offering proper solutions for desirable work environment, increase the job satisfaction and performance.⁷

So far some results have been produced in this direction. Singer et al, in their study that had done on the 91 hospital's employees in America concluded that the dimensions of organizational climate with the employees' personality characteristics especially the introversion have a significant relationship.⁸ As well as a group of American researchers by investigating 3689 nursing staffs found when the staffs in a secure environment do their tasks are more willing to express their errors and participate in solving it, and also point out that the staffs' job commitment provides a valuable source for enhancing their sense of responsibility. The researchers recommend that the managers of the hospitals should more invest in the job commitment of their employees and encourage their active participation in decision-makings by the development of communication channels.⁹

Also, in another study the relationship between the organizational climate and employees' morale have been studied and the findings of this study show that if the employees have open organizational climate, they will have higher morale and if the employees have the closed organizational climate, they will have lower morale.¹⁰ In other words, under conditions of closed organizational climate, the employees are indifferent and in general do not have sensitivity to their jobs and if hospitals for any reason are not able to attract and support their own forces, in carrying out their critical tasks encounter some problems. So it is necessary, the hospital's administrators by creating Suitable organizational climate, improve the employees' morale for better services.⁸

Therefore, the necessity of knowing the personality characteristics of employees and their roles in creating a favorable climate in the hospital cause to increase efficiency and effectiveness in the hospital's staff. Therefore, this study aims to investigate the relationship between the organizational climate and personality characteristics of the Mehriz's Fatemeh Alzahra Hospital in Yazd province.

RESEARCH DESIGN AND METHODS

The present study is a descriptive and correlational carried out cross sectional. The statistical population of the study was all hospital staff including the nursing staff, paramedical, administrative and support sectors of the Mehriz's Fatemeh Zahra hospital totally 199 people. Cochran formula was used to estimate the required sample size and 140 people were selected as the individuals forming the sample. Also the samples were collected by the random - stratified sampling method. But given the workload and the lack of willingness to cooperate, sample size reduced to 115 questionnaires (response rate 75%). The data gathering tool was a three-part questionnaire that a its section related to the demographic profiles and the other two parts consist of two separate questionnaires including a Lyle Sussman's and Sam Deep's questionnaire of organizational climate include 20 questions in which the different dimensions of the organizational climate such as the organizational climate based on the clarity of the objectives of the Organization, based on the role clarity, based on the satisfaction of the rewards, based on the effectiveness of communications and agreement on the procedures of the organization that for each dimension, four questions were considered and the answers of each question was also considered as a graded continuum of "strongly disagree, disagree, no opinion, agree, strongly agree". The method of the scoring and interpretation of its results is as follows: Organizational climate has five dimensions including the clarity of role, clarity of goals, the satisfaction of rewards, the satisfaction and agreement on procedures and the effectiveness of communications. Each dimension may obtain a score between 0 and 16. The scores of each dimension were calculated and recorded at the right place. In the end, the obtained scores were compared with each other and the organization's climate was evaluated.

Eysenck's personality questionnaire has 90 questions by which selecting one of yes or no options, classifies people according to personality types to psychosis, neurosis, lying, extraversion, and using specific analysis in which negative numbers indicate a no answer and positive numbers represent a yes answer and the range of specific questions related to each type of personality and soft-evaluation of each of the features described as follows: Psychosis: (men from five and up, women from four and up), neurosis: (men from 15 and up, women from 16 and up), lying : (men from 8 and up, women from 9 and up), extraversion : (men from 11 and up, women from 11 and down) various characters is calculated. Finally, data was inputted in SPSS16 software, and

descriptive statistics and Pearson correlation test and T-test was used to analyze the data.

RESULTS

Based on the obtained findings and proportional to the studied sample size, regarding the age of the people investigated, the highest level related to the age group of 25 to 30 years (30.9%) and the lowest level related to the people older than 40 years (8.7%). 62.8% (71 people) of the respondents were female, 77.4 percent (89 people) were married, most of people 49.6 percent (57 people) had working experience between 1 to 5 years. and the majority of them 64.3% (74 people) had education level of bachelor degree as well as 46.1% were in administrative-support job group.

According to the findings of Table (1), the total average of organizational climate is 49.27, which the uppermost average related to the area of the

organizational climate based on roles with 11.04 and the lowest average related to the organizational climate based on procedures with 8.75. Meanwhile the 1.7 percent of respondents had poor organizational climate and 50.4 percent of them had medium one and 47.8 percent of them had a good one.

Also according to the findings of Table (2), the 83.5 percent of the respondents had a Psychosis personality, the 30.4 percent of them had a neurosis one, the 92.2 percent of them. had a lying one, and the 75.5 percent of them had an extraversion one.

Furthermore, the findings of Table (3) showed that there is no significant relationship between the areas of personality characteristics and organizational climate.

The other results of the study according to Table 4 showed that there is a significant relationship between procedure-based organizational climate and the employees' personality ($p < 0.036$). But there are no significant relationships between

Table 1 The status of the frequency distribution of the respondents according to the organizational climate and its dimensions in the studied population

Options	Poor		Medium		Good		Mean	Standard Deviation
	Frequency	Percent	Frequency	Percent	Frequency	Percent		
Organizational climate	2	1.7	58	50.4	55	47.8	49.27	10.84
Organizational climate based on goals	6	5.2	56	48.7	53	46.1	9.98	2.52
Organizational climate based on roles	4	3.5	40	34.8	71	61.7	11.04	2.78
Organizational climate based on rewards	17	14.8	55	47.8	43	37.4	9.15	3.35
Organizational climate based on procedures	22	19.1	59	51.3	34	29.6	8.75	3.02
Organizational climate based on communications	1	0.9	60	52.2	54	47	10.35	2.34

Table 2 The status of the frequency distribution of the respondents according to their personality types in the studied population

Psychosis personality		Neurosis personality!		Lying personality		Eitrversion personality	
frequency	percent	frequency	Percent	frequency	percent	frequency	Percent
96	83.5	35	30.4	106	92.2	87	75.5

Table 3 Pearson's correlation coefficient test to assess the relationship between organizational climate and personality traits

Dimensions of personality traits	Groups	Significance level	Correlation coefficient value(r)
Extraversion personality traits	Whole groups	0490	0.065
Neurosis personality traits	Whole groups	0.421	0.076
Lying personality traits	Whole groups	0.4S0	0.067
Psychosis personality traits	Whole groups	0.421	0.076

Table 4 Pearson's correlation coefficient test to evaluate the relationship between the various dimensions of organizational climate and the employees' personality in all groups studied

Variables	Groups	Significance level	Correlation coefficient value (r)
Organizational climate based on goals clarity and agreement and the employees' personality	Whole statistical sample	0.173	0.128
Organizational climate based on roles clarity and agreement and the employees' personality	Whole statistical sample	0.699	0.036
Organizational climate based on the reward satisfaction and the employees' personality	Whole statistical sample	0.077	0.166
Organizational climate based on procedure agreement and the employees' personality	Whole statistical sample	0.01	0.228
Organizational climate based on procedure effectiveness and the employees' personality	Whole statistical sample	0.233	0.112

the other dimensions of the organizational climate and the employees' personality.

DISCUSSION

Given the inevitable effects of the hospital' organizational climate on the quality of services provided by the employees working in the hospital environment, a space should be provided in which the staff according to the characteristics of their personality is able to provide timely and high quality services in the hospital environment.

The results obtained from the study showed that there is no significant relationship between organizational climate and any of the dimensions of personality traits. In other words, none of the employees' personality dimensions had impact on the hospital's climate. As well as organizational climate prevailing in the organization was evaluated at the "medium" level representing a Suitable organizational climate for this organization. A group of researchers with the study of 164 nursing staff from two hospitals in Egypt found that there is no significant relationship between the hospitals' organizational climates, and the samples of the two hospitals reported medium hospital climates. As well as a significant positive relationship was observed between the organizational climate and the professional capabilities of the nurses.¹¹ An another group of the researchers from US by studying the 789 employees of hospitals, stated that the most important elements of organizational climate in terms of the staff were: being supported by the hospital's senior managers, the lack of the job security barriers, the employees' good communications and the least conflict among them, being providing personal protection, the transparency of the working rules, and positive feedback from supervisors.¹² While the research carried out by Kavosi showed that innovative organizations in their organizational climate have much emphasis on

reward system, so that the system can boost entrepreneurial behavior in these organizations, and the most favorable organizational climate, in the organizations can be seen in which the reward system and the communications openness among the managers are paid attention to and emphasized.⁴

The other findings of this study indicate that there is no significant difference between the organizational climate dimensions and the employees' personality characteristics and only there is a relationship between personality characteristics and the organizational climate based on procedures. Finnish researchers in a study on organizational climate, stated organizational climate is not only responsible for the organizational correct performance and leadership but also responsible for the employees' occupational health.¹³ According to the research findings of a team of researchers in South Korea, the inadequate social support in hospitals and unpleasantness from organizational climate cause to job tensions and neuroticism in the employees.¹⁴

Tsai reported that employees' job satisfaction strongly related with organizational climate.¹⁵ The existence of a relationship as one of the dimensions of organizational climate plays an important role in identifying organizations. In other words, the effective role of the employees' communications with each other and its impact on the identification of the organization differ between various organizations.¹⁶ And these results have been aligned with those of Ghasemineshad et al and those of the study of Mardani Hamuleh et al indicating the lack of significant relationship between the personality variables of managers with organizational climate.^{17,18} Based on his research results, Fooladvand stated that the more pleasant the hospital's organizational climate for the employees, the lesser outbreaks of disorders, obsession, compulsion, depression, anxiety, phobia, psychosis and vice versa as well as Clark et al. and Larson et al, all of whom believed that the hospitals' staffs where there are

undesirable organizational climates, are more exposed to occupational hazards.^{19,21}

Given the results obtained from the study revealing there is no significant relationship between personality traits (Psychosis, lying, neuroticism and extraversion) to organizational climate, but in the investigation of the organizational climate dimensions including: the clarity of goals, the clarity of role, satisfaction of rewards, effectiveness of communications and agreement on procedures and its relationship with personality characteristics only in the agreement-on-procedures dimension a significant statistical relationship was observed. So considering the same research and the effects that the hospitals' organizational climate has on the quality of services provided by the staff employing in them, it is essential that the hospitals' staffs with the process of organizational climate (especially in the agreement-upon procedures dimension) are acquainted and that they gain the knowledge and skills needed to identify factors affecting it; and an environment in hospitals is provided increasing the sense of cooperation between the staff and leading to a positive perception towards hospitals, Since organizational climate favorable is able to sustain job motivation, the willingness to do work, the problem-solving ability and seriousness at work. It is suggested that the hospital administrators to acquire more knowledge and information on the employees' personality characteristics to the selection and appointment of qualified staff in this way is better done, it is also necessary to specify the organization plans so that the organization's goals will be clear and obvious for the employees.

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