

THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL COMMITMENT IN LIGHT OF THE EMPLOYEE EMPOWERMENT BEHAVIOR VARIABLE DURING THE COVID-19 PANDEMIC: A CASE STUDY OF THE GENERAL HOSPITAL OF KETTAR ALGERIA

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Abstract:

Research background: Organizational commitment within an organization is usually considered a factor that can positively influence employee behaviour, but not only directly, but also through the organizational climate within the organization.

Purpose of the article: Many studies have focused on investigating the relationship of organizational commitment and employee behaviour, as well as by focusing on the relationship between organizational climate and employee behaviour. Therefore, this article also aims to verify the relationship of organizational commitment and organizational climate in light of the employee empowerment behaviour variable for a hospital. The general hospital of Kettar Algeria was selected during the period of the COVID-19 pandemic.

Methods: The analysis uses data collected from the General Hospital in Algeria 2019-2020. The relationship between organizational climate and organizational commitment is verified in light of the employee behaviour variable, and the analysis was also done using the Statistical Package for the Social Sciences, to test the existence of a strong relationship between the organizational climate and organizational commitment and employees' perceptions of empowerment. Through regression analysis and correlation between variables and using analysis of variance (ANOVA) and linear regression analysis to test hypotheses. For data analysis in this study, we used PLS with smart PLS version 3.2.7 and version 20. With Smart PLS, two steps were implemented, namely, the scaling model and the structural model.

Findings & Value added: The results of the analysis confirm that organizational commitment and organizational climate have a strong impact on the employee behaviour variable as well as other indicators within the organization under study. During the COVID-19 pandemic period, therefore, it is necessary to prepare policies that can enhance worker performance within the organization under study.

Keywords: public hospitals; environment; culture inside the institution; staff empowerment; organizational dedication

JEL Classification: D23; H83

1. Introduction

Organizational climate may be defined as the culmination of reasonable psychological climates, or people's assessments of their work surroundings. In addition, organizations in the modern world, which is experiencing a global financial crisis and operating in highly competitive environments like the COVID-19 pandemic, need to establish an organizational climate that supports them in achieving their goals with critical efficiency. They can also strengthen their competitiveness by introducing novel and imaginative ideas into their operations and by continuously updating and improving them to deliver the best and fastest services.

Since the 1930s, the connection between management and employees has also attracted increasing attention from the corporate and academic communities. One major topic in the literature on organizational behavior is how workers' opinions regarding their company are influenced by their work environment (Gunlu et al., 2010). Employee conduct in firms is influenced by both their personal traits and the workplace culture. The organizational behavior literature has addressed organizational climate as a crucial component of comprehending employee behavior connected to the workplace (Katou and Budhwar, 2010).

Thus, this study's objective was to evaluate the relationship among health care professionals employed at Hospital of KETTAR in Algeria between organizational climate (Meyer and Allen, 1991), organizational commitment, and employee empowerment (Stringer and Didham, 2011). It also sought to identify the nature of the relationship between dependent and independent variables that is empowering workers (independent variable), regarding organizational commitment (dependent variable 2) and climate (dependent variable 1).

In light of the aforementioned and within the parameters of the conversation, the following formulation of the study's problem might be used. Using the Kettar Public Hospital in Algeria as a case study, this study aims to investigate the relationship between organizational environment and organizational commitment and how it influences workers' behavior in terms of empowerment during the COVID-19 epidemic. To answer the problem formulated in the study, we formulated the following hypotheses:

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

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

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

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

Study's significance can be found in its attempt to investigate the relationship between organizational climate (Bamel et al., 2013), organizational commitment (Hayunintyas et al., 2018), and health care (Lu et al., 2016) workers' perceived empowerment. By adding empirical data regarding the impact of worker empowerment on commitment, the study will further the field's current understanding of this relationship. Health care workers' perspectives of the organizational (Hom et al., 2009) climate in Algerian public hospitals are used to analyze the organization. The link between these three ideas has been extensively studied in the past, but

this study adds to the body of knowledge by examining how worker empowerment affects organizational commitment and perceived organizational climate. are in contrast to the recent research reported in the literature.

Contemporary studies and intellectual trends in the study of organizational behaviour have been largely concerned with the organizational climate (Adiguzel and Okcu, 2021) as it includes all the prevailing variables in the work framework such as intellectual values, customs, cultural effects and material dimensions that mainly affect the organizational behaviour of individuals, groups and organizations (Alinejad et al., 2015).

While Besancon and Lubart (2008) emphasized that it is a set of laws, regulations, methods and policies that govern the behavior of individuals in a particular organization, and it also distinguishes the organization from other organizations that an organization enjoys a democratic and archaic climate as it is archaic and archaic. It is said with what is available in it (Bohorquez et al., 2020). They pointed out that the organizational climate is a set of characteristics that take care of the organization from other organizations, and these characteristics have the characteristic of relative stability in the organization's work environment, and these characteristics and characteristics of management policies and practices constitute the characteristics of it. in the organization (Lavian, 2012).

By reviewing the previous definitions, the organizational climate can be defined as a set of elements and distinctive characteristics of the organization that employees perceive through their interaction with organizational variables in the work environment and with other individuals. These characteristics have the ability to influence employees, by influencing their behaviors.

The importance of the organizational climate lies in the study of its concepts and dimensions, which act as a mediator between job satisfaction and organizational performance, and then achieving compatibility between the goals of the individual and the goals of the organization, as well as contributing to the success of the national economy, as well as contributing to the success of the national economy. Providing an appropriate organizational climate for it that will lead to an increase in the national product and national income (Olsson et al., 2019), and then the individual income, which achieves satisfaction and psychological stability and drives performance and creativity at work. On its impact on the reactions of workers, as it guarantees high productivity and job stability, as well as towards their work and the work of their colleagues and senior management (Aiswarya and Ramasundaram, 2012).

Arabaci (2010) defined it as a management strategy based on giving employees the power to act, take decisions, and actively participate in managing their organizations, solving their problems, creative thinking, and taking responsibility and control ().

There are those who see empowerment as representing the administrative strategy that is based on giving workers the power that enables them to participate in the management of the organization, and provides the opportunity for them to take the appropriate decisions required by the nature of their work (Ahmad et al., 2018).

There is a noticeable discrepancy among researchers about determining the dimensions of employee empowerment (Jing et al., 2011), and accordingly, the dimensions on which most of the book is unanimous have been chosen, and they are as follows (Albdour and Altarawneh, 2014): (i) communication and information sharing means the information needed to make decisions that managers obtain and keep because they do not trust employees, so it is considered one of the main dimensions because it contains participation, trust and information; (ii) team building is one of the strengths in the application of empowerment because of the important role of teamwork in facing problems and rationalizing the consumption of resources effectively and efficiently (Albrecht et al., 2018); (iii) the individual's awareness that he has an influence

on the decisions that are taken and the policies set by the organization, especially those related to his work, and this awareness or feeling does not come if the individual influences or controls less important matters in his work (Castro and Martins, 2010); (iv) material and moral incentives contribute to empowering workers by increasing their motivation, satisfaction, and job affiliation, especially when their needs are satisfied (Bakker et al., 2011); and (v) the organization should have the desire and ability to change the power structure in the organization, and encourage its employees to feel strong and successful, by giving them more freedom to act in everything related to their work (Berberoglu, 2018).

There have been many definitions that explain organizational commitment. As for the first to provide a definition of organizational commitment, Choi et al. (2005) looked at it from a psychological perspective and described it as an active and positive orientation towards the organization. As Wiener defined it as the inner feeling that pressures an individual to act in the manner in which the interests of the enterprise can be served. It is noted that there is clear agreement that the concept of commitment is embodied in three elements: (i) congruence between the individual and the organization with values and goals, (ii) strong desire to retain the individual's membership in the organization, and (iii) willingness to make an extra effort for the benefit of the organization to achieve its goals (Peng et al., 2014).

Dimensions of organizational commitment are as follows: (i) emotional (emotional) commitment refers to the worker's emotional connection, compatibility and integration with the organization (Ampofo, 2020) where we find that workers with high emotional commitment continue to work in the organization because they want to continue working because they agree with him (Bastug et al., 2016); (ii) continuity commitment (survival) refers to the individual's readiness to remain in the organization because of his indispensable personal investments (Celep and Yilmazturk, 2012), which are represented by working relationships with colleagues, retirement, and profession (Chen et al., 2015); and (iii) normative commitment is the last dimension of organizational commitment that expresses the moral and personal commitment to adhere to the values and objectives of the organization and is the result of being influenced by social, cultural and religious values (Cruz et al., 2014).

2. Methodology

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

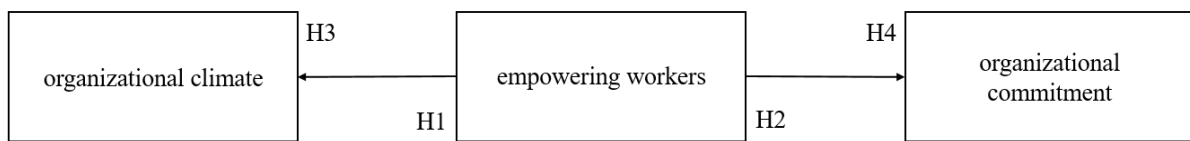
The deductive technique was utilized, along with its following instruments: theoretical description, explanation, and analysis of different ideas pertaining to organizational climate, worker empowerment, and organizational commitment; after which, the study area was examined. Using the questionnaire tool, the case was studied using the proper inductive technique. In addition to gathering, arranging, and evaluating data for a hypothesis test.

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

For data analysis in this study, we used PLS with smart PLS version 3.2.7 and version 20. With Smart PLS, two steps were implemented, namely, the scaling model and the structural model. The study used the information collected from the Kettar Public Hospital Algeria, the study sample consists of 300 health care employees who are currently working full-time at the Kettar Public Hospital Algeria for the year 2020. A simple random sampling method was used in order to select study participants. When calculating the minimum sample for respondents, which was required to represent the universe, a 90% confidence level and 5 confidence intervals

were taken into account for the total BGH healthcare workers, approximately 300 questionnaires were manually dispensed, and 300 were collected again. However, an inadequate answer was found to some of them, so they were left out of consideration. Finally, 300 feedback questionnaires were used with a response rate of 100%, and the reliability of the measurement tools was studied before moving on to the actual analysis to test the hypotheses. The minimum Cronbach's alpha level was above 0.7 for all instruments. Through the questionnaire data, we were able to know the distinctive characteristics of the study sample. Study model is shown in Figure 1, based on previous studies.

Figure 1: A putative model of the study



Source: compiled by author

3. Results and Discussion

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

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

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

Source: compiled by author in SPSS

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

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independence. The highest average, all the paragraphs of organizational commitment have a high level, as the arithmetic averages ranged between (3.91-2.91).

Table 2: Description of the analysis of the results

Indicators	Mean	Category
Organizational climate		
Management gives freedom of communication and exchange of information among employees in all departments.	3.12	High
The administration is keen on the effectiveness of the communication system to achieve information exchange and dissemination	3.65	High
Rewards are offered to employees who are creative, consistent with their initiatives and their quality.	3.32	High
Management considers mistakes as learning opportunities.	3.27	High
I contribute a great deal to decisions related to my career	3.60	High
Management believes in teamwork and team spirit in making decisions	23.32	High
The management believes in the mutual trust between it and the employees, which helps in outstanding performance.	3.38	High
Management has the ability to increase the enthusiasm of the employees and gain their support.	3.31	High
Management relates rewards proposal to employees with their outstanding performance.	3.78	High
The management takes into account the ideas and opinions that I present to improve the quality of the services provided	4.03	High
Empowering workers		
Get the information needed to get my work done at any time without any difficulty	3.64	High
The work environment is characterized by the provision of means, channels and methods that allow the flow of diverse and clear information.	3.52	High
Employees participate in clarifying and improving the available information about the work environment	2.65	High
Completing daily tasks is distributed to different work teams	3.41	High
I am highly committed to the tasks assigned to me when I work in a team	2.63	High
My relationship with my superiors is characterized by cooperation, trust and mutual respect	3.91	High
I feel completely free to choose the method that I think is right for my work	3.21	High
I have the opportunity to take any action to ensure that I do my job well	3.82	High
While the employees deal with the problems they face, they do not need to refer to the management except in certain cases.	3.41	High
The management respects the opinions of employees about their work and does not work to change them in order to preserve their independence	3.92	High
Organizational commitment		
The working atmosphere in the hospital makes me feel comfortable and stable	2.92	High
Take care of the hospital's reputation and future while doing my job	3.91	High
I am willing to stay in my current job even if another alternative opportunity arises	3.04	High
My values and principles match the work directed at me	3.51	High
There is cooperation between different interests in order to achieve the objectives of the institution	3.28	High
Feeling that the problems of this institution are your own problems	3.01	High
I feel proud to work in my workplace.	3.61	High
As a worker within the organization, I respect and abide by the working hours and times	3.81	High
Your organization deserves sincerity and commitment from you and your colleagues	3.71	High
Is your relationship with your boss affecting your commitment to the organization	3.09	High

Source: compiled by author in SPSS

The correlations were verified in order to discuss the hypothesized relationship between independent and dependent variables. When reviewing the relationships, it is possible to conclude that organizational climate is positively correlated with both organizational commitment and perceived empowerment (Table 2), and according to the correlation coefficients for organizational climate and empowerment of workers, these two concepts have a positive effect in the relationship, whose strength level was found to be moderate 0.318. Therefore, it is possible to accept that there is a positive relationship between organizational climate and employee empowerment, and therefore, this result supports the first hypothesis, when reviewing the correlation coefficient between employee empowerment and organizational commitment, it was found that the relationship is positive at a level of 0.576, it is possible to

accept that there is a positive relationship between employee empowerment and organizational commitment. Employees and organizational commitment for each form, and hypothesis 2 is supported by this result, and as a general result, it was concluded that employee empowerment has a positive linear relationship with the organization, as well as commitment and organizational climate perceived at a medium to high level in terms of correlation coefficients. After concluding that the relationship between the variables is linear, a normality test was also performed to find out the normal distribution before simple linear regression. As a result, it was found that both organizational commitment and organizational climate values have a normal distribution ($\text{sig. } 0.200 > 0.05$) In addition, control variables were included in the central relationships matrix in order to understand the relationships between demographic variables, organizational climate, organizational commitment and empowerment of workers.

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

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

Variable	1	2	3	4	5	6	7	8	9
Organizational climate	1								
Empowering workers	0.318*	1							
Organizational commitment	0.576*	0.027*	1						
Gender	-0.022	0.046*	0.027*	1					
Age	0.459*	0.162*	-0.007	0.012	1				
Marital status	0.109*	-0.018	0.046**	0.056**	0.002	1			
Duty	0.063*	0.815	-0.018	0.018	-0.031	0.472	1		
Salary	-0.222	-0.015	-0.001	-0.015	0.019	0.358	0.431	1	
Experience	0.265*	0.265	0.526	0.065**	0.017	0.374	0.526	0.356	1

Source: compiled by author in SPSS

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

Table 4: Organizational climate for simple linear regression and organizational commitment

	B	Std. Error	Beta	t	Sig.
Constant	0.965	0.214		5.654	0.000
Empowering workers	0.654	0.132	0.325	9.754	0.000

Source: compiled by author in SPSS

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

$$OR = 0.965 + 0.654 \cdot EF \tag{1}$$

where OR is the organizational climate

EF is the empowerment of two factors

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

Table 5: Simple linear regression of employee empowerment behaviour and perceived organizational commitment

	B	Std. Error	Beta	t	Sig.
Constant	0.543	0.342		1.765	0.000
Empowering workers	0.732	0.043	0.723	12.432	0.000

Source: compiled by author in SPSS

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

$$OC = 0.543 + 0.732 \cdot EE \tag{2}$$

where OC is the organizational commitment

EE is the empowerment of employees

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

It is also appropriate to compare this model with similar research conducted by other authors. Celep and Yilmazturk (2012) indicated that employees view their organization's organizational climate as being at an average level. The mean values of the organizational climate components ranged from a low of 3.38 to a high of 3.77 on a 5-point Likert scale. Commitment to continuity appears to be the lowest among the three components of the organizational commitment construct, with a mean of 3.22. In terms of correlations between variables, the results indicated that there is no correlation between commitment to continuity and organizational design, teamwork, and decision-making. All other variables show significant positive correlations. In general, the results of her study indicated that there is a need to improve the current situation at ABC Company with regard to all components of the organizational climate and organizational commitment.

Albdour and Altarawneh (2014) indicated that there is a positive and significant relationship between organizational commitment and organizational climate ($r = 0.269$, $p = 0.01$). There is also a significant positive relationship between organizational climate avoidance and affective commitment ($r = 0.208$, $p = 0.049$) and between production focus and normative and continuity commitment ($r = 0.308$, $p = 0.003$).

Improving organizational climate can be a valuable strategy for improving organizational commitment. Berberoglu (2018) showed that organizational climate is significantly related to organizational commitment and perceived organizational performance. The results of simple linear regression indicated that organizational climate is important in predicting organizational

commitment and perceived organizational performance. There is a positive and linear relationship between organizational climate, organizational commitment and perceived organizational performance. The results of regression analysis indicated that organizational climate has an impact on predicting organizational commitment and perceived organizational performance of employees in public hospitals in North Cyprus. It was found that organizational climate has statistical significance in determining employees' organizational commitment. The results of the study presented some important issues regarding the relationship between the three concepts in the study. According to the results, if the employees' organizational climate scores are high, the employees' organizational commitment scores are high at the same time. In other words, if employees in public hospitals in North Cyprus view the organizational climate in a positive way, they will have higher levels of organizational commitment. The results indicated that organizational climate is an important factor in health care settings in terms of employee commitment and how employees perceive organizational performance, which would lead to important findings about service delivery in health care organizations.

Berberoglu (2018) focused to develop a conceptual model to determine the relationship between organizational climate and organizational commitment among employees of Maku Free Zone, Maku-West Azerbaijan. Data were collected among 210 Macau Free Zone employees selected by simple random sampling method. They used SPSS and LISREL statistical programs for analysis. The results of testing the research hypotheses in structural equation modelling showed that organizational climate and organizational commitment have a positive effect on service recovery. Moreover, proper use of organizational climate and organizational commitment guides the organization towards more appropriate service recovery.

The organizational climate of employees was in the study by Bamel et al. (2013) medium and high, and the average degree of organizational commitment of employees was 66.11 ± 16.35 . The highest amount of employee burnout was associated with low level (66%). Organizational climate among employees leads to greater organizational commitment ($r = 0.472, P < 0.001$), and greater organizational climate and commitment contribute significantly to reduced job burnout ($r = -0.227, P < 0.001$; $r = -0.335, P < 0.001$).

According to the results, if the managers of these representatives paid more attention to the importance of the services of health care personnel and workforce working in this organization, they could improve the organizational commitment of health care workers and prevent their burnout, in order to maximize the quality of service delivery.

Lu et al. (2016) examined the impact of organizational climate on employees' individual work performance. To deepen understanding of the study concepts, the literature was reviewed. The study used descriptive evaluation and correlational research design, and used descriptive and inferential statistics to analyse the data. The population included all employees of Divine Word College in Laoag, and hence a total census was applied. The study found that all dimensions of the organizational climate were high, but not very high, and the same was true for individual work performance. Analysis of variance showed a significant relationship between organizational climate and individual work performance.

4. Conclusions

The study's findings gave information about Algeria's El-KETTAR Public Hospital, which was the subject of the investigation. Regression analysis results showed that employee empowerment behaviour affects employee perceptions of the organizational atmosphere and organizational commitment in Algerian public hospitals. The organizational atmosphere of employees was shown to be statistically significant to be positively and linearly correlated with

employee empowerment behaviour. This suggests that employees' organizational environment scores are high and their empowerment scores are high simultaneously, based on the relationship between these two factors. Stated differently, stronger organizational climates exist in public hospitals in Algeria if staff members see employee empowerment behaviour favourably.

Similarly, organizational commitment can be predicted by employee empowerment behaviour, indicating that employees can effectively enforce organizational commitment. This means that when employees perceive a supportive and encouraging work environment, they are more likely to perceive organizational commitment overall. Consequently, to achieve high levels of organizational commitment in a hospital, decision-makers must comprehend and enhance the organizational climate's constituent elements as well as the dimensions of employee empowerment behaviour.

To increase workers' organizational commitment and enhance their impression of it, it is critical to establish a trusting atmosphere that includes positive connections with supervisors.

Supervisors and employees should have open communication and provide feedback and assistance as required. Additionally, independence is a crucial component where employees take full responsibility for their work and can take initiative. At this point, decision makers will find the practice of participatory management useful as it shares power with employees, enabling them to take on more responsibilities, which will increase their commitment and perceptions. Work teams can also be adopted to improve the work environment by reducing conflict and fostering a warm and cooperative atmosphere.

It's also crucial that workers experience equity and justice in the awards system. In order to foster a happy work environment, managers must both provide incentives to their staff and oversee how they are distributed. This is because an employee's sense of unfairness may have the opposite impact.

Enhancing work standards is also crucial for fostering a culture of change and motivating medical staff in trying times, like the Covid-19 crisis. This will enable decision-makers to restructure public hospitals into more automated systems with flexibility and centralization.

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