

## The importance of organizational climate elements and their relationship to organizational agility

### أهمية عناصر المناخ التنظيمي وعلاقتها بالرشاقة التنظيمية

Moudjar Boualem<sup>1,\*</sup>, Berkane Anissa<sup>2</sup>

<sup>1</sup> Moudjar Boualem, University Blida2,Algeria,

<sup>2</sup> Berkane Anissa, University Blida 2,Algeria,

Received: 22/08/2022; Accepted: 31/12/2022

**Abstract:** This paper seeks to highlight the organizational climate as one of the factors that characterize the organization and its relation to one of the most recent strategic concepts of organizational agility, which is one of the most important factors for adaptation to the changes in the business environment in the era of evolution and crisis. One of her findings was that the regulatory climate and its components were catalysts for the application of organizational agility and combined an integrated relationship that was reflected in the achievement of goals.

**Keywords:** Regulatory climate, organizational agility.

**Résumé :** Cet article vise à mettre en évidence le climat organisationnel comme l'un des facteurs qui caractérisent l'organisation et sa relation avec l'un des concepts stratégiques les plus récents de l'agilité organisationnelle, qui est l'un des facteurs les plus importants d'adaptation aux changements de l'entreprise. L'environnement à l'ère de l'évolution et de la crise. L'une de ses conclusions était que le climat réglementaire et ses composantes étaient des catalyseurs pour l'application de l'agilité organisationnelle et combinaient une relation intégrée qui se reflétait dans l'atteinte des objectifs.

**Mots-clés :** Climat réglementaire, agilité organisationnelle.

**ملخص:** تسعى هذه الورقة البحثية الى تسليط الضوء على المناخ التنظيمي كأحد عوامل تميز المنظمة وعلاقته بأحد أهم المفاهيم الإستراتيجية حديثة والمتمثلة في الرشاقة التنظيمية التي تعتبر من أهم عوامل التأقلم مع المتغيرات التي تشهدها بيئة الاعمال في عصر التطور والأزمات. ومن بين النتائج التي توصلت اليها ان المناخ التنظيمي وعناصره عوامل محفزة لتطبيق الرشاقة التنظيمية وتجمعهم علاقة تكاملية تظهر في تحقيق الاهداف.

**الكلمات المفتاح :** المناخ التنظيمي، الرشاقة التنظيمية.

---

\* Moudjar Boualem , [sat.boualem@gmail.com](mailto:sat.boualem@gmail.com)

## **1.Introduction**

From the very beginning of the great changes that have affected the organization's environment in the third millennium, especially information technology, it has become necessary to find new ways and principles of management, as well as different strategies that enable the organization to survive, grow and continue to gain a competitive advantage.

This can only be achieved in the presence of a stimulating organizational climate that contributes to the achievement of objectives efficiently and effectively and maximizes the added value of the organization, especially in the light of the cool thinking as a basic step to adapt to the environment and respond to its opportunities and threats. We have raised the following problem: "**How can 1.1.the regulatory climate be used as a mechanism to activate organizational agility in the organization?**"

In response to the above problem, we have seen it divided into several sub-questions, which we include as follows:

- How does management create an organizational environment for the organization?
- What are the dimensions of organizational agility?
- How is the regulatory climate linked to regulatory agility?

**1.2.Study hypothesis:** In order to find sound answers and scientific solutions to the questions raised, this study seeks to test the validity of the following hypotheses:

- Among the elements that the administration focuses on in shaping the organizational climate is the organizational structure and leadership style.
- The key dimension of organizational agility is the strategic dimension and the long-term vision.
- The relationship between organizational agility and the regulatory climate is not often apparent in the organization.

**1.3.The importance of the study:** The subject is very important because it studies two fundamental variables in the life of modern organizations, organizational agility and organizational climate, by clarifying their relationship, especially organizational agility, which is considered a modern idea that reflects positively on the organization's results.

**1.4.The study aims:** One of the main objectives of the study is to produce a model that combines the two variables, i.e. organizational agility and organizational climate. And confirming their complementarity in organizational life.

**1.5.Previous studies:** Among the previous studies relevant to the present study are the following:

- Ramzi Mohamed Nader Salim Abu Hilal (2021), entitled " the impact of organizational agility on institutional Performance in Media organizations", one of the most important findings of the study was to show that the dimensions of organizational agility have a fundamental and statistically significant impact on improving institutional performance.
- Samah Khalil Qandil (2020) study entitled "the impact of organizational agility on organizational excellence" aimed at clarifying that relationship that brings together variables and examining the intermediary of organizational citizenship behavior. One of the most important results is the confirmation of a relationship between organizational agility and organizational excellence in the institutions under study.
- Nawal Al-Ahwal (2020) study, entitled "the impact of the Regulatory Climate on the Regulatory Loyalty of employees at the Algerian Economic establishment", aimed at diagnosing the regulatory climate prevailing in the Offron Grain and Greens co-operation, explaining the relationship between the climate and the regulatory loyalty of the employees, among its findings is that there is a strong correlation between climate Organizational loyalty and organizational loyalty.

From the foregoing, it can be considered that the current topic is distinguished over the rest of the studies by combining two variables to which most researchers have not directly addressed. The face of the likeness is to speak to the importance of the Organization's variables, especially organizational agility, as one of the most important contemporary topics.

## **2. Conceptual input for study variables**

The most important theoretical aspects of the two concepts, elements and dimensions will be addressed in this theme.

### **2.1. The concept of the regulatory climate and its elements**

In this part, the definition of organizational climate and its elements will be discussed.

**2.1.1. The concept of an organizational climate:** The definitions that deal with the organizational climate as a term related to organizations vary according to the views of different researchers.

As metaphor usually related to the environment and nature of a geographic location that describes the seasons, the atmospheric shifts that distinguish that location from other locations. This term has been applied to the workplace, since the organization is an organic institutional entity that interacts with the factors of

the environment surrounding it and affects them on the one hand, and an entity whose human and non-human elements interact with each other and affect each other.(blind, 2012, p. 305)

Defined by Kouzes, Posner, 1993, as "the set of recognized attributes of a particular organization or subsystems leading to a particular way of dealing between the organization and its subsystems, its members and its environment" (Susan, Al, 2007) defined it as "a set of perceptible characteristics of a particular organization, which can be observed by the way the organization deals with its members and environment"

From the above definitions, it can be concluded that the regulatory climate is the set of characteristics of the internal environment of a particular organization and not others, and thus that the individuals working for it have special values and trends.

**2.1.2. Elements of a regulatory climate:** It can be concluded from the definition that a regulatory climate includes a set of overlapping and complementary elements that contribute to the creation of a regulatory environment where the most prominent elements of a regulatory climate can be summarized in the following points (Borad, 2014, p. 102, 91):

- ✓ **Organizational structure:** The form that defines the internal structure of the relationships prevailing in the organization. In addition to the organization's contact methods. One of its characteristics is balance and flexibility.
- ✓ **Leadership:** The art by which a leader can influence his subordinates in order to direct their efforts toward the goals set.
- ✓ **The type of communication:** The communication process is the channel through which the ideas of the leaders are transmitted to their subordinates and, on the other hand, contributes to the transmission of complaints or suggestions by subordinates to their supervisors.
- ✓ **Participation in decision-making and teamwork:** Let the staff give their opinions, ideas and suggestions... This will lead to improved methods of work, reduced conflict, and morale.
- ✓ **The nature of work:** It is important to motivate or frustrate workers, as routine work leads to boredom, increased neglect and indifference... Works that are improved and developed encourage workers to be creative and to contribute their creativity and creativity.
- ✓ **Technology:** One of the most important elements of the regulatory climate is to change red tape and improve working conditions.
- ✓ **Incentives:** The regulatory climate must include a set of incentives that always drive the worker to work hard and constantly renew his energies to avoid boredom.

- ✓ **Business systems and procedures:** Rules and policies specific to the institution that define its own rules of procedure.
- ✓ **Internal relations:** Established between presidents and subordinates within the Organization.

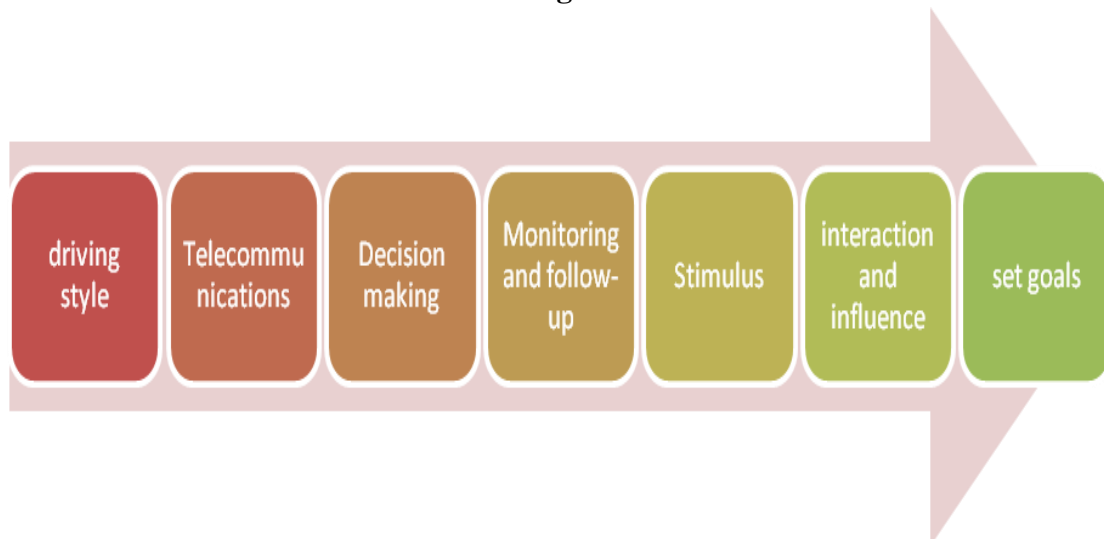
From the above, it can be concluded that the regulatory climate is based on several elements that demonstrate the characteristics of the organization internally and distinguish it from the rest of the organization externally. For example, in terms of participation in decision-making, we see a large list of organizations that work in this way, and on the other hand, we find other organizations that do not make decisions according to the above principle that it may be relative, and thus it can be said that their organizational climate encourages collective decision-making.

## 2.2. Dimensions and measurements of the regulatory climate

The most important measures and dimensions of the regulatory climate can be identified and infer from the models provided by researchers in this field, which vary from one researcher to another, with emphasis on the most important of which are as follows:

- **The Likert model:** Presented seven basic dimensions of the regulatory climate (paleeh, no year of publication, 118) and can be summarized as follows:

**Figure 01: Dimensions of the regulatory climate according to the Legart model**



**Source:** By the researcher based on (Beleh, without the year of publication, 118)

- **Campbell et Autres:** They provided relatively independent metrics for multiple organizational dimensions, the model includes ten dimensions that are valid for several organizations of different types (organization structure, reward and punishment, centralization of decisions, achievement, training and development, Risk and security, openness and honesty, moral and prestige, discrimination and encouragement, overall Organization efficiency and flexibility) (Bourad, 2014, 121)
- **Steers model:** This model has four main dimensions: (Beleh, without year of publication, 119)
  - ✓ **Management policies and practices:** The prevailing leadership pattern, management behavior, includes the direction of the staff, as well as clarifying rules, procedures and participation of staff, as well as management policies in selection and training.
  - ✓ **Organizational structure:** It includes the centralization dimension, scope of supervision, size of the organization, number of organizational levels and position of the individual in the organizational structure.
  - ✓ **Business technology:** This dimension refers to the extent of innovation and change in the technology used to perform a business, and the facilities that this can add to business execution and innovation.
  - ✓ **External environment:** This dimension includes elements of the external environment surrounding and affecting the organization, including economic, political and social factors.

From the three preceding models of the regulatory climate, we note that some dimensions and metrics are common, and researchers agree that there are other dimensions that are distinct from each other.

**2.3. Concept of organizational agility:** Given that organizational agility is one of the new terms that entered the Management Dictionary and which still inspires several researchers, it can be defined as follows:

Organizational agility is the organization's ability to achieve its goals by developing its products and increasing its knowledge of its human resources, affecting the organization's development and rapid development in a rapidly changing environment (NAFEI, 2016).

It has also been defined as an organization's ability to survive and develop in an unpredictable and constantly changing business environment, and uses knowledge and a virtual private structure to exploit opportunities in a changing market environment (Samah Khalil, 2020, p.15).

From the above it can be concluded that organizational agility is a modern strategic concept that contributes to maintaining the continuity of the

organization's existence through proactive response to sudden changes in the market while constantly meeting the customers' desires.

**2.4. Dimensions of organizational agility:** Studies have shown that agility has three main dimensions:

- ❖ **Agility:** Means the ability of an organization to understand changes in its internal and external environment in order to understand it well and to renew its preparedness through the development of specific visions and strategies. ( Dongback, SEO and Ariet , 2008, 136)
- ❖ **Agility of decision-making:** Means being able to source and understand needed and accurate information from different sources and then identify opportunities and threats while developing new business plans.(Park, 2011, 25)
- ❖ **Agility of practice:** It is a dimension that complements the earlier dimensions because it contains a range of activities such as organizational resource regrouping and business adjustments on a set of bases for business results through decision-making tasks to know and identify variables that occur in the surrounding environment where an organization may change processes from Through a variety of procedures and redesign. (Dutton & Duncen, 1987)

From the above, we conclude that the dimensions of agility are useful in attempting to adapt to the various changes that are taking place in the environment on the basis of three main steps, namely, sensing what is happening, making the appropriate decision related to the new plan, in addition to the practice that appears in the new processes, plans, products, and fast market models at the right time.

### **3. Regulatory climate with a view to organizational agility**

This theme was designed to clarify the relationship between organizational and organizational agility, define the role of management in creating the regulatory climate and, finally, use the Legart model of the regulatory climate with the addition of an introduction to organizational agility.

#### **3.1. The relationship of organizational agility to the regulatory climate**

The relationship between the regulatory climate and organizational agility can be summarized as follows:

If the organizational agility approach is used and applied to management in general, the production system will operate as required without increasing or decreasing, i.e. production on time and according to the customer's demand while minimizing waste and damage. On the other hand, the worker in the organization becomes capable of understanding and solving problems, as this depends on

workers with different skills and abilities and is called pluralistic. Besides, they also care for improving their psychological climate. (Mahdi, Hashimi, 2019, p. 27)

One of the most important characteristics of organizational agility is mutual satisfaction relations between internal and external parties of the institution, through the creation of a participatory relationship and not just the maximization of the returns of different jobs. The second characteristic is continuous innovation, with a culture of continuous improvement. (Farhati, Qanish, 2022, p. 391) where these characteristics are strongly related to the characteristics of a good regulatory climate, the regulatory climate in turn contributes to the chances of commitment to correct behavior, avoiding incorrect factors, and helps the individual feel his importance within the organization and exploding his energies.

Organizational agility is a strategy that contributes to maintaining the organization in the long run through its continuous development, In addition to tracking and responding to changes by seizing opportunities or avoiding risks, we find the organizational climate that motivates these steps and stages to be carried out in reality because it is concerned with the most important resource in the organization, the human resource, which in turn achieves plans and strategies, and makes and implements decisions, the relationship between the two variables is one Complementary. In other words, whenever the organizational climate is conducive to the application of agility, all that has contributed to the development and survival of the organization.

### **3.2. Administration's role in the process of creating the regulatory climate**

It is worth noting that each organization has a climate that is suitable in terms of the goals, nature and philosophy of its business, so organizations need to be concerned with managing the regulatory climate, which means controlling the dimensions and elements of the climate so that it serves the goals of the organization and the goals of its employees. There are a range of organizational elements that can be controlled by the organization and , through their interaction, create a good and positive regulatory climate : (Belih, Aisha, without year of publication, 120):

- Paying attention to the organizational structure, developing it and amending it from time to time.
- Regulatory policies are consistent .
- The organization's interest in training and developing the skills and abilities of the employees.
- Focusing on the efficiency of the means of communication.
- Fairness in dealing with employees.
- Leadership adopts a human philosophy , care for the human factor and its problems, and try to support, guide and support individuals when needed.



- To avoid traditional censorship and strict control and focus on positive and self-censorship .
- Social responsibility to the environment around the organization and to those working within it.
- Delegation of authority to staff and move toward decentralization.
- Addressing the routine and trying to reduce it as much as possible.
- Use of modern technology.
- Focus on the production and achievement of the workers and reward them on it.
- Ongoing review of policies , objectives and plans of the organization and quality control of staff performance.

### 3.3. Agile regulatory climate

Based on the basic elements of the regulatory climate derived from the various models presented by researchers and the dimensions of organizational agility mentioned above, the researcher attempted to develop the following model of the regulatory climate with an elegant view, consisting of four different roles:

- **Leadership role:** Related to the leadership style of organization, which should be democratic, with a focus on communication methods to ensure timely information, with task forces set up according to modern standards that encourage teamwork. To stimulate and encourage creativity in order to develop the organization and ensure that it is responsive, flexible, and effective change management.
- **The administrative role:** In this regard, the organizational structure must be taken care of and made flexible and decentralized. This role also sets the policies and procedures required for the work, and determines the rules and regulations of the organization, which are consistent with the nature of the work and which benefit the organization in its formal organization. This role is in line with the leadership role and they cannot be separated.
- **The role of control:** Here you refer to the internal and external environment where performance in the internal environment is monitored and changes in the external environment are monitored in order to create opportunities and threats that the organization is experiencing, i.e. sensing and understanding the changes. This role contributes to the identification of the means and technology needed to ensure successful response. Censorship also often appears in practice.
- **The role of the organization** complements the previous roles, especially the supervisory role, where the organization members meet and make the appropriate decision regarding the change that needs to be taken. At this stage, the positive aspects of a good organizational climate appear and its role in the long and short-term success of the Organization, as it promotes the

resolution and avoiding of problems and creates the right atmosphere for action.

#### **4. Conclusion**

In light of the major changes in the organization's environment, it is necessary to take care of several aspects, the most important of which is the organizational climate, which is considered the characteristic of the internal environment of the organization and which is made up of several elements of the organizational structure, the leadership style of communication, and others, according to the examples of several researchers. This gives distinction, especially as the organizational climate is the basis for the success of organization and achievement of goals in the required way, especially if the organization uses the approach of organizational agility, which is considered one of the new strategic orientations known to organizations and contributes to maintaining the continuity and survival of organizations as they become Able to respond and predict changes. Among the most important findings of the study are:

- The organizational climate is one of the most important factors for the successful implementation of the approach to organizational agility, as it makes the Organization believe in it as an idea and a new approach and use it in its working life.
- The regulatory climate becomes agile if the elements of it apply the dimensions of organizational agility, of sensing, agile decision-making and practice.
- The relationship that combines organizational agility with the organizational climate is an integrated one, both contributing to the success of the organization, its survival and development.

#### **References**

- 1- Al-Amian, Mahmoud Salman. (2012). Regulatory behavior in business organizations. Wael Publishing House. Amman. Jordan.
- 2- Ismail, Mohamed Nasser. Et autres. (2012). Impact of regulatory climate on organizational citizenship behavior. Analysis of the opinions of a sample of the members of the training staff at the Rasafa Management Institute. Baghdad College of Economic Sciences Journal: Issue 30.
- 3- Riziwi Khewin, Sundis. (2012). Relationship of regulatory climate to job satisfaction. Survey at the Ministry of Labor and Social Affairs. Baghdad College of Economic Sciences Journal: Issue 30.
- 4- Bourad, Amir, (2014)." The impact of the organizational climate on the performance of the human resources of the economic institution." thesis submitted for Ph.D. Faculty of Economic, Commercial and Engineering Sciences, University of Blida 02. Algeria.

- 5- Nafei,w.A (2016). The role of organizational Agility in enchancing orfanizational excellence :A study on telecommunications sector in Egypt, International journal of business and management ; vol11, 4.
- 6- Samah Khalil, Qandil, (2020)."the impact of Organizational agility on Organizational Excellence", Master's thesis. Faculty of Business, Middle East University, Jordan.
- 7- Blich, Aisha (without the year of publication). "The organizational climate and its role in shaping organizational awareness". The first issue, University of Djelfa, Algeria.
- 8- Dongback, Seo And Ariet , Lapaz (2008). " Exploring The Dark Side Of Is In Achieving Organizational Agility" Communications Of The ACM , Vol. 51, No. 11, Association For Computing Machinery, NewYork.
- 9- Park, Young Ki., (2011). The Dynamics Of Opportunity And Threat Management In Turbulent Environments: The Role Of Information Technologies , Ph.D. University Of Southern California.
- 10- Dutton, J., Duncan, R. (1987). The Creation Of Momentum For Change Through The Process Of Strategic Issue Diagnosis, Strategic Management Journal, 8.
- 11- Farhati Louiza, Qish Mukhtar (2022). "The approach and adoption of agility in HR management, for the communication companies". Al-Maqrizi Journal for Economic and Financial Studies: 6 (1): 387-406.
- 12- Mahdi Omar, Hashmi al-Tayeb, 2019. "Agile Management concepts and practices: Lessons learned from the experience of Toyota Japan". Journal of economic Growth and entrepreneurship: 2 (1): 21-41.