



Dimensions of the organizational climate prevailing in law firms from the point of view of Algerian lawyers

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Abstract ;

Our current study is aimed at identifying the dimensions of the regulatory climate within law firms from the point of view of Algerian lawyers. After applying the questionnaire method to a sample of 160 lawyers, the study found seven dimensions of the regulatory climate. These dimensions are as follows: independence, trust, communication, time management, responsibility, commitment and contrary values. In order for lawyers to reach their goals and to maintain the climate within the law firm, some of these dimensions must be taken into account and others respected

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1. Introduction

The organizational climate is one of the most important elements that characterize the organizational environment, especially since the organizational climate represents a personality and expresses its existence in the organization where it plays a key role in determining the elements of performance that are the effective element in the organizational process. organization because of its effects on various individual, collective, and organizational levels.

The organizational climate plays an important role given that it is the backbone of the organization and its artery, especially since it is the place of interaction between the individual and the various components and dimensions of the organizational environment, so it is very important to maintain the stability of the individual and his psychological and organizational balance, so every organization must take care of the atmosphere in the organization starting from the internal environment For the organization through which appropriate conditions can be provided that support the outstanding performance of individuals, especially since the key to the success of any organization is linked to the extent of its control over the various dimensions of the organizational climate.

The legal profession, like other professions, requires many special conditions and circumstances in order for the lawyer to perform his duties to the fullest extent without any significant obstacles. Given the nature of the lawyer's profession, he is not just a defender of certain issues as much as he is a key actor in the judicial work in order to achieve justice, which is very important, which makes providing an appropriate climate necessary to consolidate the values of justice in society.

The lawyer spends most of his time between his office and between the various courts in which he practices his profession, so the organizational climate has its unique nature in view of the size of the responsibility entrusted to the lawyer today in light of the time he spends at work and the nature of the necessary relationships that link the lawyer with his clients on the one hand and with the judges and colleagues Workers in the justice sector on the other hand, and perhaps this is what makes the attention and study of the dimensions of the organizational climate of the lawyer has become more than necessary for the extent to which we need to see this reality trying to know and discover its mysteries and the various aspects that distinguish it

2. Study problem:

Advocacy is considered one of the works that support the judiciary and an essential pillar of the administration of justice, so the legal profession is called (the standing judiciary), that is, it defends people's rights before the judiciary and protects their property, and the lawyer is considered the second face of justice after the judge. The influencing element for this profession to achieve its goals is that it is a link between the judge and the litigant, and it is upon him that the task of providing legal advice, representing litigants in lawsuits, as well as preparing and drafting defense memorandums, complaints, grievances, contracts, memorandums of understanding and other usual work carried out by a lawyer (Al-Jawhary, 2015, p.14).

Before the lawyer defends people's rights and freedoms, he must start with himself, so he works to provide his professional environment and organizational climate that helps him work comfortably, and because Algerian law cared about the lawyer and his work well in some theoretical aspects without caring about the practical aspects, so he worked to surround him with a number of fortifications In order for him to start his work freely (Cellini, 2006, p. 12).

As for taking care of the lawyer's workplace, his office environment, and the prevailing atmosphere in it, all are practical matters that belong to the lawyer himself and the extent of his awareness of the importance of the organizational climate, its role, and its impact on his work. Numerous studies and research have emphasized the importance of knowing what the prevailing organizational climate is in any organization, which, as defined by Litwin and Stinger, is a set of characteristics that characterize the work environment in the organization and which are directly perceived by the individuals who work in this environment. It has a reflection or impact on their motives and behavior" (Qabqoub, 2008, p. 165).

The organizational climate in law firms refers to the social, psychological, and human relations that bring together lawyers belonging to the same office or between lawyers and the owner of the office, as well as the lawyer's relationship with his clients and their awareness of the importance of the climate and its prevailing dimensions and their impact. on their work, which in turn is reflected either negatively or positively on their work performance. The lawyer cannot achieve the desired and desired goals far from the various dimensions of the organizational climate that affect the level of his performance and his organizational effectiveness at work. In a positive way on the behavior of the individual within the organization and increases the effectiveness of performance, which achieves the objectives of the individual and the organization and achieves a kind of functional fusion,

and based on the importance of this topic, we will try through our study to answer the following question:

What are the dimensions of the prevailing organizational climate in law firms, from his point of view?

3. Objectives of the study:

Determining the dimensions of the prevailing organizational climate within law firms Specifically, the characteristics of these dimensions and their implications for lawyers' performance of their work. Knowing the role of these dimensions in building the organizational climate within these offices

4. The importance of studying:

The importance of this study stems from the importance of the organizational climate and the extent of its impact on lawyers achieving their goals, and the extent to which they perceive the dimensions of the latter based on their roles and tasks and the degree of the latter's contribution to improving their skills, developing their abilities and changing their attitudes positively and effectively within law firms.

Our study also contributes to enriching the topic of research. Due to the scarcity of studies on the subject, this study is the first of its kind in this field.

As for the practical side:

Our study seeks to identify the various difficulties and obstacles caused by the dimensions of the prevailing organizational climate in these offices and to try to create appropriate internal conditions to encourage and motivate the lawyer. Our study also contributes to providing proposals and solutions that contribute to improving the organizational climate in its various dimensions prevailing in Algerian lawyers' offices, which leads to improving their performance and services.

5. Define the terms of the study:

Organizational climate: It is a set of conditions that characterize the internal environment to which the individual belongs in the organization, which represents the characteristics of the work, the necessary conditions for performance, and the methods through which the work is carried out, as well as the individual's perceptions, feelings, and attitudes within the organization. It is the interface of the organization and expresses its personality through it.

Dimensions of the organizational climate: There is an overlap between the elements of the organizational climate and its dimensions.

The concept and the difference are due to many factors, the most important of which is the difference in the environments that were studied, the difference in the approaches used for measurement, and the difference in what the organizational climate is as a reason for the difference towards defining its dimensions (Al-Tuwaijri, 2013, p. 34)

As for our current study, which aims to identify the dimensions of the prevailing organizational climate in law firms from the point of view of Algerian lawyers, our study will focus on the most appropriate dimensions for the profession of a lawyer,

represented in Independence:

We mean by that decision-making freely without the lawyer being subjected to any pressure, whether internal or external, i.e. he has full freedom to take what he deems appropriate in accordance with the laws that regulate the various cases he deals with.

Confidence: It is the individual's belief in himself and in the decisions he takes and in the individuals around him at work.

Where it takes two aspects: the aspect related to personal confidence, which represents the extent of the individual's satisfaction with himself and what he does, and organizational confidence, which represents his confidence in those around him within the framework of the relationships that bring him together with individuals in the work environment, especially what he expects them in light of the performance required of them

Communication:

Communication is defined as the transfer and reception of information from one person to another, and it is the means of unifying the multiple activities of the organization.

Communication is the means, means, or systems through which information is transferred between the various levels of the administrative organization, whether upward, downward, or parallel.

Communication contributes effectively to the formation of the organizational climate and defining its characteristics, and the effectiveness of communication simply means that there are positive characteristics that have been added to the organizational climate, while slow communication and its ineffectiveness mean, on the other hand, that there is an important imbalance in the organizational climate that must be addressed (Tawfiq, 2011, p. 25)

The lawyer's organizational communication includes his relationship with his colleagues and the supervisor or the owner of the office to which the lawyer belongs Time management:

It is the optimal use of time by the individual to ensure the achievement of his goals and the goals of the organization, where a degree of psychological comfort is achieved for him and the goals of the organization are achieved. To postpone work or increase additional hours to complete the work, in order to ensure the smooth conduct of work (Bahri, Kharmoush, 2017, p. 25)

Responsibility: It is a commitment by individuals towards the organization in which they work and the issues they deal with in accordance with the tasks assigned to them in light of the enjoyment of ethics and the performance of work to the fullest Commitment:

“The strength of the individual’s belief and acceptance of the organization’s goals and values, and the desire to make every effort for its benefit and to maintain his membership in it” (Khoen, 2015, p. 130).

The goals of the organization and the continuation of the pace of work.

Contradictory values: This dimension refers to the incompatibility of the lawyer’s values and ethics with the requirements of the work he practices.

Where can we notice a kind of contradiction between what the lawyer actually does and what the matter requires in terms of ethics that must be enjoyed in light of the ethics imposed by the profession and society that must be adhered to.

Lawyer: He is a professional jurist who undertakes the defense of his clients, that is, taking care of their legal affairs, and he is committed to carrying out the work entrusted to him efficiently and sincerely, according to the rules of law and the principles of the profession (Jihad and Al-Ahmad, 2012, p. 05).

He is a party in the judiciary whose primary task is to defend clients and try to Restore their rights by undertaking their defense in view of his enjoyment of the legal experience and academic qualification that makes him competent to perform the legal profession.

Law firms: The legal profession is practiced in a combined office, meaning that two or three lawyers have offices in one place with the possibility of participating in the waiting room, and the clients of each one belong to him in a personal capacity, and the office meets the basic conditions that are determined by the law regulating the profession and the internal system (Saeedan 2001, p. 87).

6. Theoretical framework of the study:

Organizational Climate in Administrative Schools:

1.The classical school: It includes the school of scientific management pioneered by Frederick Taylor (f.taylor) that the relationship between the institution and its employees is a contractual relationship, according to which the management has the right to set the conditions it deems appropriate to achieve profit, ignoring the humanity of the individuals working in it, because the The individual only obeys orders and implements them without expressing an opinion, and giving priority to the interest of the institution over the interest of the employees is a matter of course, for the individual in this administration is a talking machine, only, while we see that Fayol believes that the administration provides equality between individuals in organization, kindness and justice among them, The worker works with the highest energy (capacity) as a result of the availability of a suitable atmosphere for work, and his psychological and functional stability, which makes the workers feel harmony among themselves, which constitutes a great strength for the institution (Onis, DSS, p. 186).

2.The bureaucratic school:

clear procedures prevail in each unit of the bureaucratic system for dealing with each other, and each of them defines standard behavior in special booklets that record the standards of this behavior and the regulations and laws in force in the institution, and are distributed to all participants in this system.

It is available to all members of the system to implement its contents, which include its conditions for the tasks of each job, the relationship of each of them, and its connections with other units, and these systems prevail in interactions between their members and their clients, so that they are far from affecting personal or emotional relationships or personal whims, and this organization is committed to the legal dimension And the laws, regulations, and instructions it contains (Onis, DC, p. 186).

3 . Social Systems Theory:

The primary focus of recent research supports the view that organizational behavior in general can be seen as a function of dynamic relationships between individual human needs and those of the organization.

The Gebels & Guba model describes the internal interdependence between the institutional dimension and the individual and personal dimension. As for Argyris, he successfully tested messages that work to develop and create an internal atmosphere of mutual trust and

openness in relationships, without making people feel that. The institution, although Argyris is a supporter of the existence of conflict, is within certain limits (Onis, Das, p. 187-188).

The organizational climate appeared in the administrative schools in different forms and manifestations, starting from the classical school in which the dominant climate over the workers emerged and the interest of management prevailed over the interest of individuals.

This is from the point of view of the world Frederick Taylor. work, while the bureaucratic school went to impose a climate that prevails in laws and specific behaviors that oblige everyone who works in the institution to implement them, and it is a climate devoid of personal relationships, love, and intimacy, while the school of social systems depends on the associative climate of the institutional and individual dimensions, which is a climate based on trust and openness in Relationships to achieve their goals, and these schools remain a model that expresses different types of organizational climate prevailing in various organizations, and departments have been known of their various types and over time other models of organizational climate have caused many variables in their differences, and there are many administrative schools that dealt with forms of organizational climate that did not These limitations of our study allow us to address it.

Concept of Organizational Climate:

The organizational climate refers to a group of factors, characteristics, rules, and methods that guide and control the behavior of individuals within the organization and distinguish it from other organizations. Or organic (Abu Mustafa, 2016, p. 13).

Factors (1994) confirm that it is a set of characteristics, values, philosophies, conditions, data, opportunities, and determinants that form the general atmosphere of work in any organization (Al-Moumani, 2006, p. 26).

Taamneh (1996), defined the organizational climate as “a set of characteristics that describe and distinguish the organization, differentiate it from another organization, and affect the behavior of workers. 2008, p. 25).

Al-Thunaibat (1999) defines it as "a set of factors, characteristics, rules, and methods that direct and control the behavior of individuals within the organization and distinguish it from other organizations" (Hamadat, 2008, p. 16).

The organizational climate is a set of characteristics, characteristics, facts, and values that characterize the organization and distinguish it from other organizations.

Organizational, positive, and negative behaviors occur within the organization, where the basic perceptions about the nature of the prevailing climate are crystallized by adopting a specific point of view perceived by individuals, especially since the organizational climate plays a very important role in judging the success or failure of the organization.

The importance of organizational climate:

The issue of the organizational climate has acquired special importance for organizations due to its direct and indirect importance in the various manifestations and administrative behaviors related to individuals within the organization, as well as the clear impact of the organizational climate on the various actions of organizations, whether related to the performance of their work and the achievement of their goals or their relationship to the surrounding environment (Al-Moumani, 2006, p. 30).

The interest in the subject of the organizational climate at the level of theory and practice stems from its essential role in the success of the organization and the achievement of its goals, and its interaction with the data of aspiration towards renewal, modernization, and innovation to keep pace with the continuous and accelerating developments and changes of the environment (Muhammad and Al-Juri, 2015, p. 21).

The presence of an appropriate organizational climate enhances creativity within the organization through the approved organizational structure, approved centralization and decentralization, and many other factors (Isaac, 2012, p. 98).

It is one of the most important organizational variables within an organization, as it expresses the general work atmosphere within the organization, which has a significant impact on individuals, supporting and supporting them to improve their job performance (Ghazali, 2019, p. 05).

Participation in the direct relationship between a positive climate and improving the behavior of workers and their performance to implement the objectives of the organization because the organization helps the workers to satisfy their needs.

Contribute to making and taking administrative decisions: The participation of workers in making and taking decisions makes it easier to implement decisions accurately, efficiently, and effectively, and may require improving the means of delegation of authority from different administrative levels in order to participate in setting goals and defining various policies (Hasnain, 2015, p. 21).

The organizational climate is of great importance to individuals and the organization alike, because it has a direct impact on the behavior of individuals as it is a major controller of the performance of individuals in the organization or their failure according to the view and perceptions of the individuals working in the organization of the prevailing organizational climate.

The appropriate organizational climate also contributes to The emergence of the creative spirit among individuals by providing a general atmosphere that helps crystallize creativity and the explosion of creative energies among individuals, in addition to contributing to the improvement and development of positive behaviors in the work environment. A researcher in the fields of work and organizational psychology.

Characteristics of the organizational climate in law firms: Independence: The element of independence affects the distinction of the creative personality from others if more than (70%) of the research and development scientists who contributed to the study of creativity indicated that independence is the most important factor that creates creativity in the individual (Al-Tuwaijri, 2013, p. 72).

Independence is the distinguishing characteristic of the work of a lawyer and one of the requirements of this independence is that he is free to follow the various legal paths drawn by Algerian law that lead to the right without any restrictions.

The laws and texts on the other hand reach the restoration of rights to their owners.

Trust:

The concept of trust is one of the basic characteristics of the organizational climate and the task between the parties to the organization, whether between the lawyer and his colleagues inside the office or between the lawyer and the owner of the office, as well as between the lawyer and his clients.

It does not provide legal advice and assistance to the opponent and may not take any amounts or benefits of any kind from the opponent.

Honesty and sincerity in saying and doing. The lawyer must study his client's file with all sincerity and honesty, and he must guide him, defend his rights, and follow up on his case until the verdict is issued (Saeedan, 2001, p. 88).

Good reputation:

The honor and reputation of the lawyer are among the most important things that he must preserve and preserve. Therefore, the lawyer should not have common interests with his client, and he should not deal with him in a public place or frequent his client's residence. Rather, the client should move to his office to receive him there.

The lawyer also refrains from any publicity related to his profession, such as distributing advertising advertisements and using brokerage to bring clients to other behaviors that are inconsistent with the ethics of the legal profession (Saedan, 2001, p. 89).

Confidentiality:

The lawyer's office is considered a treasury of secrets related to professional activities in various cases, and based on the fact that the lawyer is trusted by everyone, therefore he is obliged not to disclose the secret that he comes to know on the occasion of his power of attorney in a specific case, such as notes, reports, minutes, correspondence and statements (Saeedan, 2001, p. 90).

Factors that help in creating a good organizational climate within law firms:

Nature of work: The nature of the work and the type of activity practiced by law firms contribute to the creation of an organizational climate that distinguishes it from others. From time to time, a new case, and therefore new clients, and from it, the lawyer's work is constantly renewed and developed and does not make him feel routine and boring which leads to frustration.

On the contrary, the nature of the lawyer's work leads to raising morale and achieving harmony in the work environment (Rida, Das, p. 215).

Internal relations: internal relations and interactions within law firms consist of several elements, including the relationship between lawyers and the official or the owner of the books, the relationship between the lawyers themselves, and the lawyer's relationship with his clients, in addition to the relationship between the various departments of the office and these internal relations when they are positive, flexible, and balanced.

Consultation between the various parties creates a comfortable and harmonious environment that helps build a good organizational climate within law firms (Al-Aifawi, 2016, pg. 44-45).

Lawyer Immunity: The lawyer shall use the method he deems effective in accordance with the principles of the profession in defending his client.

The lawyer shall not be questioned about what appears in his oral pleadings or in his notes. The lawyer shall not be arrested because of defamation or insult issued by him while practicing his profession. Nor shall any investigation be conducted with the lawyer or Inspection of his office for a felony or misdemeanor related to the profession, except by the Public Prosecution or the investigating judge (this gives greater freedom to the lawyer in the exercise of his profession and his choice of appropriate methods in reaching the truth, and the immunity of the lawyer also helps in building an organized organizational climate in law firms (Sellini 2006, pp. 12-13).

Lawyer skills: The lawyer has a set of skills that facilitate his work and help build a good organizational climate within law firms. Among these skills, we find the skill of listening to understand others, the skills of dialogue and questioning to exchange information between

the various parties, the skill of delegation, the skill of summarizing to list the main ideas, the skill of Critical thinking to know the extent of harmony of ideas, the skill of fluency as well as the skill of persuasion and the skill of decision-making to choose the best alternatives and solutions.

The availability of some of these skills in the lawyer or the availability of all of them increases the positive influence of the lawyer in his dealings with his clients or with the judges. (Al-Arini, www.aolaw. com. sa).

7.The field frame of the study:

Study methodology:

Description of the study population:

This study was conducted on lawyers working in the law offices of the state of Setif, where the original community of the study consisted of 1280 lawyers distributed in the various regions of this state.

The final study sample and how to choose it:

The members of the research sample were chosen by a random sample method from among the male and female lawyers present in the various municipalities and departments of the state of Setif, where the number of the sample was 160 male and female lawyers after excluding the responses that are not valid for analysis.

The statistical methods used in the study:

In view of the subject of the study, which is the dimensions of the organizational climate among Algerian lawyers, and after reviewing the literary heritage, which confirmed to us that the organizational climate is rich in its many dimensions and difficult to study all of them, as the total dimensions of the organizational climate are thirty-nine 39 dimensions in only 11 studies (Hamadoush, 2019, p. 74 - 75).

And after the interviews that we conducted with a group of lawyers, an experimental questionnaire was designed consisting of (30 dimensions). Leadership style, nature, and working conditions, external work environment, trust, cooperation, responsibility, degree of cohesion, support, appreciation, work pressure, flexibility, clarity of goals, creativity, degree of encouragement, time management, relationships with colleagues, management style, independence, internal relations, commitment, communication, morale, individual capabilities, honesty, contradictory values, clarity of tasks, degree of risk, with defining the answer alternatives as follows very important, important, unimportant, completely unimportant.

Validity of the tool:

To ensure the validity of the study tool, we presented it to a group of experienced and specialized professors to express their opinions and observations about the questionnaire, and after making adjustments in light of the arbitrators' suggestions, we built the questionnaire in its final form to cover the research requirements.

To ensure the validity of the study tool, we calculated the Kendall agreement coefficient for the arbitrators on the study tool, as we found that it is equal to (0.80), which confirms the presence of a high agreement of the arbitrators on the questionnaire items.

Stability of the tool:

By calculating the stability coefficient through the equation $\sqrt{0.80} = 0.89$, we find that the stability coefficient is equal to (0.89), and from it, we say that the tool is stable and suitable for research purposes.

8. Presenting and discussing the results of the study question.**8.1. Presenting and commenting on the results of the study:**

There are several dimensions of the organizational climate prevailing among Algerian lawyers, the study sample:

Table No. 1: Shows the results of the study:

number	the dimensions	the alternatives	n	%	M	S	-
1	independence	so important	155	96.3	1.96	0.17	1
		unimportant	5	3.1			
2	Confidence	so important	149	92.5	1.93	0.25	2
		unimportant	11	6.8			
3	Telecommunications	so important	146	90.7	1.91	0.27	3
		unimportant	13	8.1			
4	time management	so important	140	87	1.87	0.33	4
		unimportant	20	12.4			
5	Responsibility	so important	132	82	1.82	0.38	5
		unimportant	28	17.4			
6	Commitment	so important	136	84.5	1.85	0.35	6
		unimportant	24	14.9			
7	Contradictory values	so important	124	77	1.77	0.41	7
		unimportant	36	22.4			

Comment:

We note from the previous table that the majority of iterations that express the importance of the dimensions of the organizational climate prevailing in the lawyer's work environment were in high percentages that exceed (75%), which confirms the role of these dimensions for the lawyer and their importance for his work.

These dimensions are graded according to their priority and timing from the point of view The lawyer considered that the dimension of independence topped these dimensions with a percentage of (96.3%) and a standard deviation of 0.17, followed by the dimension of confidence with a percentage of (92.5%) and a standard deviation of 0.25, which also translates the role and importance of this dimension after that comes communications with a percentage estimated at (90.7). %) As for the standard deviation, it was 0.27. It is a dimension no less important than its predecessors because of its role and payment for the lawyer and his work. As for time management, it comes in fourth place with a percentage of (87%) and a standard deviation of 0.33, which is also a high percentage that confirms the value of time and the need to respect it. Then comes the responsibility dimension with a percentage of (82%), while the standard deviation was 0.38, and the commitment dimension ranks penultimate with a percentage of (84.5) and a standard deviation of 0.35. It reflects its effectiveness for the lawyer with a standard deviation of 0.41.

8.2 Discussing the results reached:

Through the results reached and shown in Table 1, it becomes clear to us that there are several dimensions of the organizational climate that prevail among the lawyers in the study sample. And on their performance of their work, only 3% of the respondents stated that the dimension is not important to them, and the reason for this agreement may be due to the role of this dimension and the facilities it provides and its advantages that serve the interest of the lawyer and his client alike, so that we find that this dimension has an impact on The work of a lawyer, as it reduces the intensity of stress and tension and reduces the workload, as it gives many opportunities and options and multiple methods that make the lawyer take advantage of the best and most effective of them, according to his opinion, to reach the result that suits him and his client. The legal profession is an independent profession that has no connection with interests that may affect its practice. It is subject only to the authority of the law and the lawyer in his work is free and independent and is not restricted by a specific legal behavior, but he can take, through his experience and practice of this profession, any of those different and multiple ways that the law has drawn to reach the right. And honor, with the addition of the duty of reservation and commitment to good morals, serving truth and justice, moving towards fulfilling the obligations of the law, administering justice to citizens with sincerity, honesty, uprightness, and courage, exerting effort and relying on professionalism, analyzing with intelligence, wide mind, sound proposition and diction, and the ability to distinguish between truth and falsehood (Othmani,

1991, p. 3). The work of a lawyer depends only on the defense and acquittal of his client but rather goes beyond the advisory tasks in which he employs all his professional and legal knowledge with all honesty, sincerity, and patience to help his client overcome legal problems, and here the lawyer is given complete freedom to resort to the method that he alone estimates is the only successful way to reach To Al-Solh and (Othmani, 1991, p. 03), so the lawyer's sense of freedom in making his decisions, as well as choosing the appropriate methods and means to acquit his client, is the matter that makes the lawyer comfortable in his work and does not feel pressure and tension, and if these pressures exist from external, organizational or environmental factors, then they are They contribute to the lawyer's feeling of anxiety and tension, but weakly and temporarily, as they are unimportant factors that do not affect the lawyer and his work. What matters to him is his enjoyment of independence in his work, which is the strongest foundation that this profession requires.

As for the dimension of trust, we note from Table No. (01) that the majority of lawyers also agreed on the importance of this dimension, and their response rate was estimated at 94%, while the percentage of lawyers who answered that the dimension was not important was 6%. Organizational trust is positive expectations, beliefs, and feelings that lawyers have towards the organization or The office they belong to, and trust in general is those expectations that a trust-granting party holds and expects the trusted person to perform certain behaviors that are important for his case. Doubts about his lawyer and his abilities, which is a necessary element for the formation of cooperative relations in the organization on the one hand, and between lawyers and their clients on the other hand, and it is a very neglected factor in achieving interaction in them, and the existence of mutual trust between lawyers creates future security, as it reduces the intensity of psychological pressure, and It has a significant impact on the outputs of the work within the organization, and trust is considered the most important part of the components of the organization's social capital, whether it is trust in supervisors. To the mutual cooperative relations and the sharing of ideas and information between all parties, which contributes to the achievement of common goals and objectives. As for the trust between the lawyer and his client, it is the important part that we focused on through our study. And to preserve them, he is entrusted with the rights of his client after he has seen his documents, and he has to act according to his moral and professional conscience. The lawyer is not allowed to contact the litigant or agree with him in any way, and not to disclose the secrets of his client, and not to provide advice and assistance to the litigant, and it is not permissible for him To take any amounts or benefits of any kind from his client's opponent, and he is required to protect the confidential relations that exist between him and his client and to guarantee the confidentiality of correspondence and his files. The lawyer's message is a moral message, and there is no authority over the lawyer while he practices his profession except his conscience, and he is required in his profession to gain the confidence of his client and strengthen his relationship with him to reach the best results for his client,

As for the communication dimension, the results of the table showed that 91% of the lawyers believe that this dimension is important in their work, while the number of those who indicated that this dimension is not important to them reached 09%. With its various types and different models, it supports and strengthens relationships. It is the mainstay of the success of any organization and the reason for its development. Due to its great importance in many environments, whatever its type and purpose, it is a social necessity and an essential thing that is necessary to perform work, motivate workers, and influence their behavior. Communication is also a dynamic process in its essence that requires skills Personality, procedures, and organizational structures for its success, and the effects of communication do not depend on the level of personal relations between individuals and groups or between supervisors and implementers, but also extend to include the productive function and the effectiveness of the organization as a whole (Shaarawi, Bouran, 2020, p. 87), but communication with a lawyer needs elements and principles that guarantee confidentiality All types of communications carried out by the lawyer, especially those that take place between him and his client. The lawyer may be exposed to eavesdropping in various forms, such as eavesdropping on his phone calls, intercepting electronic messages and information exchanged electronically, which prompts the lawyer to be more careful in dealing with the various levels of the organization, which is what It becomes clear to us through the official relationship that binds the lawyer to his colleagues, which does not exceed work and official limits by virtue of their presence in one place, as well as discussion and consultation in general and on general legal issues without going into the details of a specific case pertaining to a particular client, as it remains a trust with the lawyer and he must maintain its confidentiality. Therefore The importance of communication in the life and work of a lawyer remains a relative matter that may increase or decrease according to the need for it.

Time management is also a very important dimension. This is what was agreed upon by the majority of the study sample, as this appeared in a large percentage of 98% of the responses. Time management is a precious resource that we cannot save or recover, but we must use wisdom and discretion in its investment, as it depends on its management Managing the rest of the business, the inability of the lawyer to realize how to use time during his work makes him delay in executing his tasks and thus delay in achieving his goals on the one hand and disrupting the interests of his client on the other hand, so the effective lawyer is the one who starts by looking at his time and making plans to run it before proceeding In his tasks and work, he who cannot manage himself and his time cannot manage others, especially since time management is not an easy thing, as it requires skills mainly represented in planning, organizing, implementation, and control. Time and its causes, and finding means to ensure the elimination of those time-wasting factors in order to achieve the set goals (Shinaf, 2017, pg. 52-53).

And it appears after the organizational commitment by 80%, and the percentage of those who indicated that it is not important is 20%. This high percentage also reflects the

importance of this dimension for the lawyer and his role in his work, as it indicates the psychological and emotional attachment that workers feel towards the organization in which they work and reflects the extent to which they adopt the attitudes and values The organization and their desire to make the largest possible bid for its benefit with the strong desire to continue its membership despite all the pressures and obstacles that may face them even if better working conditions are available in another organization. And its continuity is associated with the presence of individuals who possess continuous loyalty and commitment to work in it, as they are the main axis in the success and failure of the organization (Hassan, 2015, p. 236-237). For her and the institution in which he works, it is what translates this sense of commitment and shows his behavioral models that appear in the defense of his profession and his organization and a sense of pride and pride in belonging to it and the desire to stay in it for the longest period as it highlights high levels of excellence behavior that focus towards the required performance. His feeling that it is a profession commensurate with his capabilities, capabilities, and aspirations, and it gives him a sense of his social status in society, which increases his motivation to work and he is more willing to sacrifice his time and effort to achieve results as soon as possible. The commitment, then, is generated by the lawyer as a result of several interactions represented in the personality of individuals, their characteristics, and their interaction with the system. Work, including pressures, in addition to their interaction with the external environment. Therefore, when there is an agreement between these two directions, organizational commitment is generated, where there is a full awareness of the compatibility between the values and goals of the individual with the values and goals of the organization (Ahmed, Ragheem, Das, p. 49).

After the contradiction of values, it is also estimated that its importance is 80%, which is a percentage that reflects the role of this dimension for lawyers, while the percentage of those who answered that the dimension is not important was 20%. Ethics and its principles considered and agreed upon in the practice of the profession stipulated in the laws and regulations governing the practice of this profession and influencing the organization of its work, and by the ethics of the legal profession is meant the set of rules that govern the lawyer's dealings and his work relations with his colleagues and clients, or are the principles that govern the lawyer's relations with the parties he deals with With her while carrying out the tasks that fall within the scope of his profession as a lawyer, and he must be characterized by an indispensable set of morals, perhaps the foremost of which is that his actions agree with the requirements of the legal duties and the correct moral values that are recognized and that his professional behavior is before the judicial authorities and other bodies with which he deals. By practicing his profession in behavior that preserves the noble moral values that are stable in the conscience of a Muslim person, such as honor, chastity, integrity, sincerity, and others. In building and facilitating the demand for specialists in bringing rights and preserving them honestly and responsibly (Al-Ahmad, 2016, p. 09).

9. Conclusion:

The organizational climate is one of the new and important topics for the study of any organization, and it expresses a set of features and characteristics that distinguish a particular environment from another environment, which are determined by many variables, whether at the level of the individual, the organization or the environment, and it is one of the important elements in any administrative organization or educational or service institution. Because of its strong influence on the behavior of workers on the one hand, and its active role in determining the success of the organization or institution in achieving its desired goals or its failure on the other hand, it has been observed that if the characteristics of the work environment are distinctive and appropriate to the workers, they increase their desire to work, which leads to improved performance and increased productivity.

The work environment is stressful and frustrating, as performance will be negatively affected, and as a result, the rates of production and services will decrease. Accordingly, attention should be paid to the organizational climate and work to develop it for the institutions to achieve their objectives adequately and effectively, and this will not be achieved by addressing the problems in the institutions and addressing their organizational climate, and accordingly, it is difficult to find an ideal organization, but there are some aspects and dimensions that must be taken into account to create a productive organizational climate in some institutions, including law firms, which were the subject of our study. Among these dimensions are the following:

- Independence Granting the necessary independence to the lawyer to follow the legal behavior that leads to the right highlights the creativity characteristic of the lawyer and positively affects his performance of his work
- Trust It is imperative for all those affiliated with one organization to build relationships based on trust in word and deed. Within law firms, trust prevails between the lawyer and his client, between the lawyer and his colleagues, as well as between the lawyer and the owner of the office.
- Communication: Creating an effective communication system between lawyers and the owner of the office and between each other in all directions helps to build good human relations within the workplace.
- Time management: Within every organization, general policies should be established that specify working times with full adherence to them, in addition to vacations and rest periods.
- Responsibility The progress of the case well without obstacles and the client obtaining his right is the responsibility of the lawyer, so he attaches great importance to it and exerts his utmost energy and effort to win the case. Commitment The lawyer's commitment to work in the interest of his client and strive to achieve this goal on the one hand, and his commitment

on the other hand in his behavior to integrity and application of the law helps to preserve the honor and competence of the profession and the development of his scientific capabilities and practical performance.

-Contradictory values Emphasis on setting clear policies and labor laws that show the status of some behaviors that are not consistent with the ethics of a lawyer.

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