

Investigating Organisational Climates in Jordanian Manufacturing Companies

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ABSTRACT

This research study is aimed at examining the concept of organisational climate in the context of Jordanian manufacturing companies. Organisational dimensions examined were: Structure, Responsibility, Reward, Risk, Warmth, Support, Standards, Conflict and Identity.

In order to achieve the goals of the study, self administered questionnaires were distributed to a sample of 400 employees in Jordanian manufacturing companies. Usable questionnaires were obtained from a sample of 297 subjects. The research instrument was found to be reliable and its dimensions were independent of each other. Higher levels of Reward, Risk and Conflict and lower levels of Structure, Responsibility, Warmth, Support, Standards and Identity were found in Jordanian manufacturing companies.

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1. INTRODUCTION

The concept of 'organisational climate' has received a considerable attention from researchers in organisational sciences since the mid 1960s. There is a growing realisation among researchers and managers that organisational climate underlies many aspects of organisational functioning and is critical to performance [1,2,3,4,5,6].

The concept of organisational climate has been defined in different ways by different researchers. However it was decided in this paper to adopt a frequently cited definition presented by Litwin and Stringer [1]. This definition views organisational climate as "a set of measurable properties of the work environment, perceived directly or indirectly by the people who live and work in this environment and assumed to influence their motivation and behaviour." [1, p.1]

2. IMPORTANCE AND OBJECTIVES OF THE STUDY

While there is a replete of studies on organisational climate in the U.S. or Western contexts, rarely has this concept been examined in the context of a developing country such as Jordan. This study is an attempt to fill this gap in the literature.

The aims of this study are to:

1. Examine the internal consistency (reliability) of the organisational climate questionnaire in the setting of Jordanian industrial companies.
2. Test the independence of organisational climate dimensions from each others by the investigation of intercorrelations among these dimensions.
3. Develop an understanding of the kind of organisational climate that exist in Jordanian industrial companies, organisational climate was assessed via perceptions of employees towards nine aspects of climate: Structure, Responsibility, Reward, Risk, Warmth, Support, Standards, Conflict and Identity.

3. METHODOLOGY

3.1 Sample.

A cross-sectional survey of employees in Jordanian manufacturing companies listed in the Amman Financial Market Guide [7] was carried out in order to achieve the purpose of the study. An attempt was made to survey representative employees at each hierarchical level in the sampled companies. The sampling strategy applied to this research may be

termed a stratified random sampling. In order to perform this process, the population of employees in each company was divided into four groups using hierarchical levels as a basis for assigning personnel to mutually exclusive categories. These categories were: senior management, middle management, junior management and non-management levels. However, due to some practical difficulties, pure stratified sampling was not possible. The mere reason for that was the existence of a small proportion of illiterate workers in some companies.

The research instrument was distributed to a sample of 400 employees. In most cases, questionnaires were distributed and collected, at a mutually agreed upon later date, by the researcher himself. However, in some cases, it was only allowed for the instruments to be distributed and collected by companies themselves. The valid number of responses gathered were 297 questionnaires. This represents 74% of the original number of employees being contacted.

3.2 Research Instrument.

Data concerning organisational climate were collected by using the Organisational Climate Questionnaire [1] after making a slight revision in its wording when translated to Arabic. The climate instrument was composed of nine dimensions: Structure, Responsibility, Reward, Risk, Warmth, Support, Standards, Conflict and Identity. The scale used in the Organisational Climate Questionnaire was a four-point Likert scale format ranging from 'strongly agree' to 'strongly disagree'. The definition of each of the nine dimensions of climate is given below [1, p. 81 - 82]:

1. Structure - the feeling that employees have about the constraints in the group, how many rules, regulations, procedures there are; is there an emphasis on 'red tape' and going through channels, or is there a loose and informal atmosphere.
2. Responsibility - the feeling of being your own boss; not having to double-check all your decisions; when you have a job to do, knowing that it is your job.
3. Reward - the feeling of being rewarded for a job well-done; emphasising positive rewards rather than punishments; the perceived fairness of the pay and promotion policies.
4. Risk - the sense of riskiness and challenge in the job and in the organisation; is there an emphasis on taking calculated risks, or is playing it safe the best way to operate.
5. Warmth - the feeling of general good fellowship that prevails in the work group atmosphere; the emphasis on being well-liked; the prevalence of friendly and informal social groups.
6. Support - the perceived helpfulness of the managers and other employees in the group; emphasis on mutual support from above and below.

7. Standards - the perceived importance of implicit and explicit goals and performance standards; the emphasis on doing a good job; the challenge represented in personal and group goals.
8. Conflict - the feeling that managers and other workers want to hear different opinions; the emphasis placed on getting problems out in the open, rather than smoothing them over or ignoring them.
9. Identity - the feeling that you belong to a company and you are a valuable member of a working team; the importance placed on this kind of spirit.

4. RESULTS

The statistical analysis of the data obtained in the field study was performed using a modified version of the Statistical Package for Social Sciences (SPSSx).

4.1 Reliability and Interdependence Tests.

Dimensions of organisational climate were examined in terms of their reliability and interdependence. Reliability test was used to measure the extent to which the climate instrument yields the same results on separated trials. Interdependence helped to determine the extent to which the climate aspects were independent of each others or not. The results of these tests are presented in Table 1. The results demonstrated that the nine climate dimensions were independent of each others and were internally at acceptable levels.

Table 1

Reliability and intercorrelation coefficients of climate dimensions

	1	2	3	4	5	6	7	8	9
1 Structure	(.75)								
2 Responsibility	.31	(.72)							
3 Reward	-.05	-.02	(.72)						
4 Risk	-.13	-.09	.19	(.67)					
5 Warmth	-.07	-.02	.12	.33	(.71)				
6 Support	-.04	-.12	.28	.38	.28	(.68)			
7 Standards	-.06	.06	.31	.50	.28	.42	(.67)		
8 Conflict	-.05	.15	.24	.45	.24	.34	.44	(.67)	
9 Identity	.06	.18	-.10	.16	.08	.10	.12	.18	(.73)

Figures in parentheses indicate reliability coefficients (Cronbach alpha)

All correlations above .05 are significant at $P < .05$

4.2 Perceptions of Organisational Climate.

This section investigates perceptions of employees towards each dimension of organisational climate in turn. A general summary of these results is given in Table 2 and Diagram 1. It is to be mentioned here that Diagram 1 was constructed by adding up employees' percentage responses of 'strongly agree' and 'agree' together to form the latter called 'high' perception of organisational climate, and by adding up the 'strongly disagree' and 'disagree' responses together to form the latter called 'low' perception of organisational climate. Therefore, high degree of Structure, for instance, means that people believe there are many rules, regulations and procedures in the work place. On the other hand, low Structure suggests that there are few rules, regulations and procedures in the work organisation. A similar way of interpretation is applied to other dimensions of climate based on their definitions given earlier in the paper.

As can be seen from Table 2 and Diagram 1, 'high' climate scores were found on only three dimensions of climate, and low scores on the remaining six. The climate dimensions towards which employees had a high perception were Reward, Risk, and Conflict. The dimensions of climate that were perceived low by organisational members were Structure, Responsibility, Warmth, Support, Standards and Identity. The following subsections are designed to deal with each one of the climate dimensions in detail.

4.2.1 Structure.

As the survey results showed in Table 2 and Diagram 1, the majority (57.8 per cent) of employees in the Jordanian manufacturing companies held a low perception of the Structure dimension in their organisations as opposed to slightly more than 42 per cent who had a high perception. That is to say, over half of employees believed that there was a low degree of Structure in their companies, and that the job descriptions and lines of authority were not clearly defined. The items that were presented to employees are shown in Table 3A, while the responses towards these items are documented in Table 3B.

It was found in the results that more than 89 per cent of employees expressed their disagreement on the question of whether the duties and responsibilities of jobs were clearly explained to them by management. This of course made employees unclear about the scope of their jobs, the degree of their responsibilities, and what they were expected to do.

Table 1
Responses of employees towards organisational climate dimensions

Climate dimensions		Structure	Responsibility	Reward	Risk	Warmth	Support	Standards	Conflict	Identity	Overall
Responses											
Strongly agree	N	302	258	355	235	128	155	167	192	115	1,907
	%	12.8	12.5	20.0	16.0	8.6	10.4	9.4	16.3	9.8	12.9
Agree	N	697	671	638	662	322	426	455	548	254	4,673
	%	29.4	32.5	36.0	45.0	21.8	28.8	25.6	46.5	21.5	31.6
Disagree	N	916	901	634	427	798	730	837	361	576	6,180
	%	38.7	43.5	35.7	29.0	54.0	49.3	47.1	30.7	48.9	41.9
Strongly disagree	N	452	237	147	148	231	170	317	77	234	2,013
	%	19.1	11.5	8.3	10.0	15.6	11.5	17.9	6.5	19.8	13.6

Figure 1
A graphic presentation of climate data

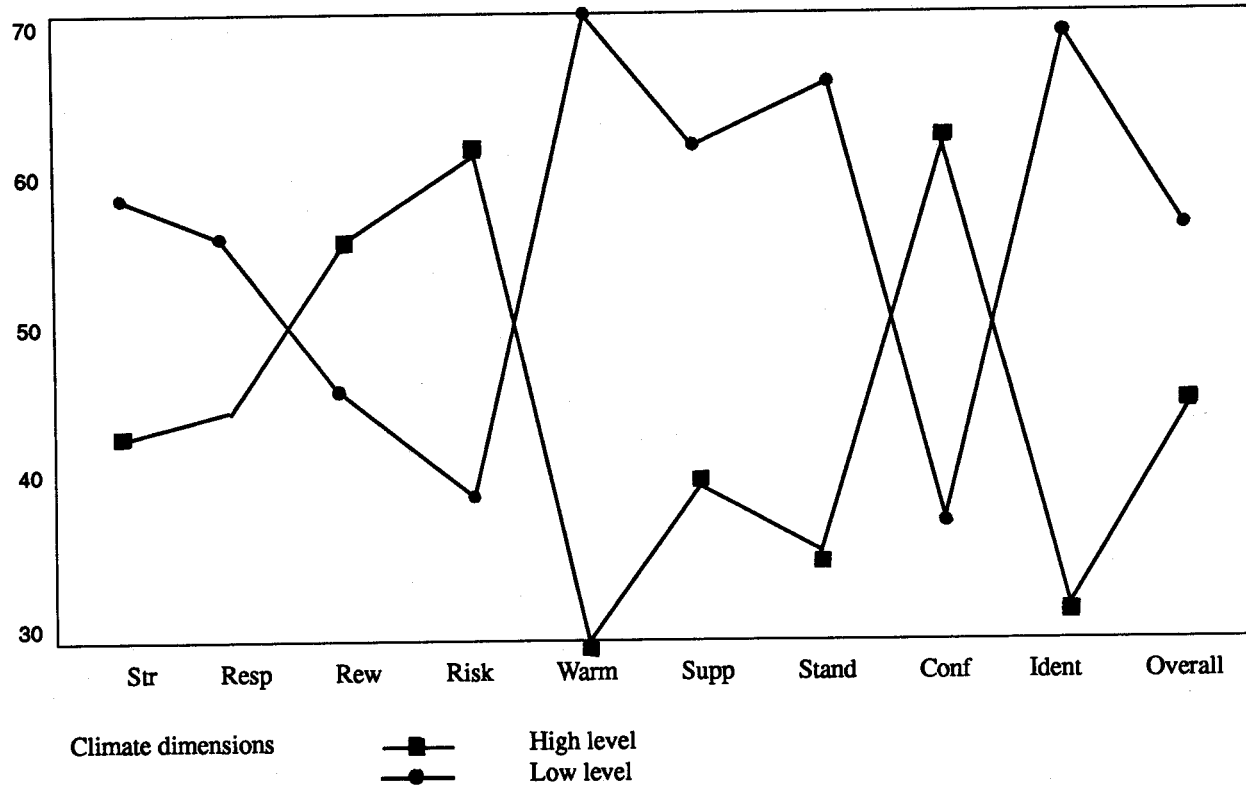


Table 3A
Structure dimension items

No.	Description of items
1.1	The jobs in this organisation are clearly defined.
1.2	In this organisation it is sometimes unclear who has the formal authority to make a decision.
1.3	The organisation structure of this organisation has been clearly explained.
1.4	Red-tape is kept to a minimum in this organisation.
1.5	Excessive rules, administrative details, and red-tape make it difficult for new and original ideas to receive consideration.
1.6	Our productivity sometimes suffers from lack of organisation.
1.7	In some of the sections I've been on, I haven't been sure exactly who my boss was.
1.8	Our management isn't concerned about formal authority, but concentrates instead on getting the right people together to do the job.

Table 3B
Structure dimension: responses of employees on its items in percentage.

Item number	Strongly Agree	Agree	Disagree	Strongly Disagree
1-1	2.7	8.1	58.6	30.6
1-2*	26.7	45.9	16.6	10.8
1-3	4.1	18.6	53.6	23.7
1-4*	8.1	20.6	57.4	13.9
1-5	13.5	47.1	23.2	16.2
1-6*	14.1	47.5	25.9	12.5
1-7*	26.9	49.0	11.9	12.2
1-8*	6.5	11.2	49.8	32.5

Asterisk (*) denotes items reversed for scoring biases

The responding employees highlighted two further structural peculiarities of their companies. The majority of them believed that there was sometimes an ambiguity about who had the formal authority to make a decision, and there was a lack of clarity as to who has the authority over whom in some sections of the organisation.

In the researcher's experience of doing the field study, he found that the majority of

industrial companies had neither a formal organisational chart, nor a written description of the duties and responsibilities of various jobs in these companies. A subtle example can be given to show the absence of formal organisational structure and the existence of high concern about authority at the same time. This was the case of a company where one person occupied the posts of deputy general manager, factory manager and was in charge of production operations in the company. In so doing, this executive would eventually leave less room for officers in the company to enjoy a reasonable degree of job autonomy or career development within the organisation.

The absence of a formal organisational structure can be exploited by companies, if wanted, in a way that would give them more freedom in assigning some of their employees to extra jobs or duties, or release others from such duties. Even organisations with formal organisational structures sometimes made frequent changes in their structures in order to accommodate the desires of their transitory leaders [8]. Furthermore, having a designed organisational structure, will virtually commit companies to setting pay scales for their employees (be them waged or salaried).

The surveyed employees reported that their companies suffered from red tape, excessive rules and administrative details which, they added, made it difficult for new and original ideas to receive consideration, The failure of management to organise employees successfully led, in their view, to a reduction in their productivity.

But let us not be confused here by the existence of low level of structure accompanied by excessive rules and red-tape as reported previously. In the sampled organisations, work procedures and rules are established by heads of organisations or departments managers to be followed by employees. However, these rules and procedures are usually verbal, non-documented and unstructured in a way that a turnover of bosses will probably bring even more new rules and procedures [8]. Therefore, the paradoxical existence of low formality in structure on one hand and excessive rules and red-tape on the other is possible in an organisation especially at the informal and the transitory level.

This study confirmed the well established view that excessive rules and procedures were bottlenecks that hindered new and original ideas. We might expect here that if attitudes and relationships in organisations were based solely upon bureaucratic and strongly centralised organisational authority, the resulting environment would often be a demotivating one and would retard the emergence of innovative ways of doing things.

4.2.2 Responsibility.

This section reviews employees' perceptions of the level of responsibility conferred on them in their organisations. The results of the climate survey showed that more than half

(55 per cent) of the surveyed employees perceived low level of Responsibility to be given to them by their organisations (see Table 2 and Diagram 1). The items to the dimension are presented in Table 4A, whereas the responses to these items were given in Table 4B.

The findings of the study suggest that employees were not sufficiently encouraged to take personal responsibility within their jobs, to feel that they are their own boss, or to fulfil their roles as they see fit without having to 'run upstairs' every time a decision is to be made. It has been argued that authority in Middle Eastern organisations, in general, is seldomly delegated and that "no one in the organisation initiates any activity unless it is assigned to him by top management" [8, p.55].

Table 4A
Responsibility dimension items

No.	Description of items
2.1	We don't rely on individual judgement in this organisation
2.2	Around here management resents your checking everything with them; if you think you've got the right approach you just go ahead.
2.3	Supervision in this organisation is mainly a matter of setting guidelines for your subordinates; you let them take responsibility for the job.
2.4	You won't get ahead in this organisation unless you try things on your own sometimes.
2.5	Our philosophy emphasise that people should solve their problems by themselves
2.6	There is an awful lot of excuses around here when somebody makes a mistake.
2.7	One of the problems of this organisation is that individuals won't take responsibility.

Table 4B
Responsibility dimension: responses of employees on its items in percentage

Item number	Strongly Agree	Agree	Disagree	Strongly Disagree
2-1*	8.8	36.1	30.4	24.7
2-2	7.1	28.5	54.2	10.2
2-3	7.8	23.6	54.4	14.2
2-4	8.4	39.7	37.4	14.5
2-5	12.7	36.3	43.8	7.2
2-6*	9.2	33.2	44.7	12.9
2-7*	16.2	45.9	24.0	13.9

Asterisk (*) denotes items reversed for scoring biases.

The inclination of Jordanian companies towards authority in running their business functions is possible to be stretched to organisations of 'traditional' societies in general. Tannenbaum [9, p. 290] asserted that "researchers report management in traditional countries like Greece and India prefer passive subordinates, while American and British managers prefer more active and involved subordinates."

4.2.3 Reward.

The results of employees responses towards the Reward dimension showed that the majority (56 per cent) of organisational participants perceived a high degree of Reward in their organisations. They believed that they were fairly rewarded for doing good work, rather than only being punished when something went wrong (Table 2 and Diagram 1). It is to be noted, however, that the Reward dimension is the first one so far towards which employees had a high perception. The questions asked on the Reward dimension are presented in Table 5A and the results of employees' responses toward each one are reported in Table 5B.

Formal organisations are presumed to offer different forms of quid pro quo to their members. Chief among these are the pay, recognition and encouragement and promotion opportunities. As can be seen from employees' responses the majority of them expressed a high perception of Reward in their organisations. They felt that their organisations emphasised positive reinforcement rather than punishment and threat.

Table 5A
Reward dimension items

No.	Description of item
3.1	We have a promotion system here that helps the best man to rise to the top.
3.2	In this organisation the rewards and encouragements we get usually outweigh the threats and punishments.
3.3	In this organisation people are rewarded in proportion to the excellence in their performance.
3.4	There is a great deal of criticism in this organisation.
3.5	There is not enough reward given in this organisation for doing good work.
3.6	If you make a mistake in this organisation you will be punished.

Table 5B**Reward dimension: Responses of employees on its items in percentage**

Item number	Strongly Agree	Agree	Disagree	Strongly Disagree
3.1	20.2	25.7	40.4	13.7
3-2	22.9	32.7	36.0	8.4
3-3	23.4	34.6	35.2	6.8
3-4*	6.4	50.8	27.3	15.5
3-5*	11.5	36.0	32.0	20.5
3-6*	3.0	15.9	63.5	17.6

Asterisk (*) denotes items reversed for scoring biases.

Pay can be considered as one of the most powerful elements of motivation. In practice, pay is a comparatively motivating agent. That is to say, its absolute level is unimportant as soon as physiological-economic needs are satisfied. It is the level relative to past or future expectation, to peers or to other opportunities that is important [10]. Thus it seemed most meaningful to think of the agreement of employees on the existence of performance - related reward systems in their companies, even though in reality these systems were rarely applied within the Jordanian private sector. In light of these observations, the performance-reward scheme, if used by companies, will be most likely applied at the worker level. Although widely used in Europe and the U.S. , the use of performance-reward systems, for various reasons, has rarely been successfully introduced in developing countries especially for senior and middle level managers [11].

The question that arises is how can one interpret employees' responses to this dimension? Two points can be made in this regard. First, as has been mentioned earlier, there seems to be no formal pay scale in the majority of Jordanian private companies. If one does exist, it is unlikely to be written down. If it is written down, it will be applied only to salaried employees. Salaried employees, however, may also be rewarded indirectly for their good work by linking the excellence in their performance with annual, monthly, or special pay increases. Moreover, in most Jordanian companies, there is normally a group of employees whose remuneration is based on a reward-performance mechanism. Such employees include insurance salesmen and sales representative.

The second point to be made is that despite the fact that there is a general pay

dissatisfaction in the country, mainly due to the devaluation of currency and a high inflation rate, private sector employees are still better off in their pay levels than their governmental counterparts. Indeed, employees in the government sector frequently express their discontent about their level of salary. In most cases, employment in the private sector is more remunerative than in the government service. This situation may have led the surveyed employees to extend their contentedness of the general pay level in their companies to the case of performance - reward schemes.

On the other hand, members of the organisations in the sample, disagreed on the question about the fairness of the promotion in their organisations. The normal yardstick of promotion in organisations, at least theoretically, is that organisational members must demonstrate, through their job performance, that they deserve to be advanced. However, the reaction of surveyed employees suggests that this was not the case in their companies.

Concerning the issue of too much criticism for employees in organisations, the surveyed personnel confirmed that employees were extensively blamed and 'tongue - lashed'. This was a form of disapproval used by management if something went wrong. In Jordanian companies, punishment takes four forms ranging from the 'soft' form of warning or threat to the 'severe' form of laying off. In between, there are two other forms. First, deducting an unspecified amount of the monthly pay, and second withholding the annual pay raise [12]. An example of the existence of a great deal of criticism, according to one of the surveyed employees, was the case of a director of the board who sometimes made random checks around the workplace during which he publicly reprimanded employees for anything he thought was wrong.

4.2.4 Risk.

This section deals with the climate dimension of Risk in Jordanian industrial companies. The overall response of employees towards that dimension showed that the majority (61 per cent) believed that there was a willingness by management in their organisations to take some risks and accept challenges in operating the business (Table 2 and Diagram 1). With regard to this dimension, it can also be noted that this is the second dimension towards which high perceptions were received. The items of Risk dimension were presented in Table 6A. The responses of employees towards each one of these questions are presented in Table 6B.

Table 6A
Risk dimension items

No.	Description of item
4.1	The philosophy of our management is that in the long run we get ahead by playing it slow, safe and sure.
4.2	Our business have been built up by taking calculated risks at the right time.
4.3	Decision making in this organisation is too cautious for maximum effectiveness.
4.4	Our management is willing to take chance on a good idea.
4.5	We have to make some pretty risks occasionally to keep ahead of the competition in the business we're in.

Table 6B
Risk dimension: Responses of employees on its items in percentage

Item number	Strongly Agree	Agree	Disagree	Strongly Disagree
4.1*	4.4	13.3	54.7	27.6
4-2	9.5	55.8	25.2	9.5
4-3*	6.4	15.9	54.6	23.1
4-4	13.2	22.3	48.6	15.9
4-5	6.5	37.5	42.0	14.0

Asterisk (*) denotes items reversed for scoring biases.

The phenomenon of risk in group decision making has received considerable attention by behavioural scientists. In several studies, it was found that when making decisions as individuals [13]. A number of explanations have been cited for this tendency towards risk. Among those that have received the greatest considerations are the following [14]:

1. Making a decision in a group allows for a diffusion of responsibility in the event of an erroneous decision. As each individual would feel less personal responsibility for failure, the group would be driven towards more risk taking.
2. Risky people are more influential in group decisions than conservative people. Therefore, they are more likely to bring others to their point of view.
3. In some cultures risk taking is socially valued and society desirable qualities are more likely to be expressed in a group rather than alone.

4.2.5 Warmth.

The fifth category looked at the dimension of Warmth. Noteworthy in this section was the change of climate responses from high, as in the two dimensions of Reward and Risk, towards low perception for the Warmth dimension. The majority of employees (69.6 per cent) believed that there was a low degree of Warmth and fellowship in their work places (Table 2 and Diagram 1). The Warmth questions that have been asked and reported in Table 7A. Employees' responses to these items are presented in Table 7B.

Table 7A
Warmth dimension items

No	Description of item
5.1	A friendly atmosphere prevails among the people in this organisation.
5.2	This organisation is characterised by a relaxed, easy going working climate.
5.3	It is very hard to get to know people in this organisation.
5.4	People in this organisation tend to be cool and aloof toward each other.
5.5	There is a lot of warmth in the relationships between management and workers in this organisation.

Table 7B
Warmth dimension: Responses of employees on its items in percentage

Item number	Strongly Agree	Agree	Disagree	Strongly Disagree
5.1	14.2	23.2	47.1	15.5
5-2	9.5	24.0	54.7	11.8
5-3*	21.1	59.1	15.0	4.8
5-4*	16.6	49.8	27.1	6.5
5-5	8.4	19.5	58.9	13.2

Asterisk (*) denotes items reversed for scoring biases.

The general finding of this section revealed that there was an antagonistic and unrelaxed working climate and little Warmth between management and employees. One organisational member commented on the atmosphere by saying that: "the relationship between superior and subordinate must encompass mutual respect and understanding, which are, in turn, very important for improving quality and quantity of production."

Another participant bitterly criticised the management - employee relationship when he asserted, quite bluntly that "the relationship between managers and their employees is really bad, where no affection is prevailing between them."

4.2.6 Support.

The sixth section deals with the level of Support in organisations. The views that the majority of employees (60.8 per cent) held towards the entire spectrum of superiors and associates' helpfulness in accomplishing important tasks and the trust and benevolence amongst people in organisations were at a low level (Table 2 and Diagram 1). A description of items on support were presented in Table 8A. The responses of employees towards each of the Support items is shown in Table 8B.

Table 8A

Support dimension items

No	Description of item
6.1	You don't get much sympathy from higher up in this organisation if you make a mistake.
6.2	Management makes an effort to talk with you about your career aspirations within the organisation.
6.3	People in this organisation don't really trust each other enough.
6.4	The philosophy of our management emphasises the human factor, how people feel etc.
6.5	When I am on a difficult assignment I can usually count on getting assistance from my boss and co-workers.

Table 8B

Support dimension: Responses of employees on its items in percentage

Item number	Strongly Agree	Agree	Disagree	Strongly Disagree
6.1*	9.1	47.3	37.2	6.4
6-2	19.2	39.2	33.8	7.8
6-3*	8.8	47.8	32.3	11.1
6-4	13.2	25.1	51.5	10.2
6-5	2.4	10.1	66.0	21.5

Asterisk (*) denotes items reversed for scoring biases.

Relationships between employees and managers are considered to be supportive when the individuals involved saw them as contributing to their sense of personal worth and importance. The frustration and discontentment which was sometimes found among employees may have been the result of the lack of concern and mistrust that managers and other employees showed towards each other.

4.2.7 Standards.

As was shown in Table 2 and Diagram 1, the majority of employees (65 per cent) expressed their belief that there was low standards of performance set by companies for whom they worked. The questions on the Standards of performance that were asked of employees were presented in Table 9A and their responses to these are given in Table 9B.

Table 9A
Standards dimension items

No	Description of item
7.1	In this organisation we set very high standards for performance.
7.2	Our management believes that no job is so well done that it couldn't be done better.
7.3	Around here there is a feeling of pressure to continually improve our personal and group performance.
7.4	Management believes that if the people are happy, productivity will take care of itself.
7.5	To get ahead in this organisation it's more important to get along than is to be a high producer.
7.6	In this organisation people don't seem to take much pride in their performance.

Table 9B
Standards dimension: Responses of employees on its items in percentage

Item number	Strongly Agree	Agree	Disagree	Strongly Disagree
7.1	7.8	39.1	44.6	8.5
7-2	1.7	14.9	63.5	19.9
7-3	2.0	7.1	57.9	33.0
7-4	8.8	18.9	46.1	26.2
7-5*	2.0	10.8	54.1	33.1
7-6*	17.2	59.8	20.0	3.0

Asterisk (*) denotes items reversed for scoring biases.

There is a belief by the majority of responding employees that no emphasis or pressure is placed by their organisations on excellence in personal or group performance. It was also found that the surveyed organisations neither set high standards of performance, nor did their employees take much pride in their performance. Normally, organisations are concerned with what constitutes adequate performance. The performance of individuals, departments and organisations is therefore closely tied to the standards which stipulate what counts as adequate, satisfactory or good performance [15]. One of the implications of this statement is that organisations ought to have standards which are both high and reasonable.

4.2.8 Conflict.

The eighth dimension looked at the tolerance of Conflict in the surveyed organisations. The majority of respondents (62.8 per cent) believed that there was a high level of Conflict tolerance in their organisations. This indicated that most staff members had a feeling that their management was not afraid of different opinions or conflict but likely to get arguments and disagreements out in the open where they could be dealt with (Table 2 and diagram 1). The questions on Conflict are presented in Table 10A. The employees' responses to these items are presented in Table 10B.

Table 10A
Conflict dimension items

No	Description of item
8.1	The best way to make a good impression around here is to steer clear of open arguments and disagreements.
8.2	The attitude of our management is that conflict between competing units and individuals can be very healthy.
8.3	We are encouraged to speak our minds, even if it means disagreeing with our superiors.
8.4	In management meetings the goal is to arrive at a decision as smoothly as possible.

Table 10B
Conflict dimension: Responses of employees on its items in percentage

Item number	Strongly Agree	Agree	Disagree	Strongly Disagree
8.1*	3.0	23.6	55.1	18.3
8-2	9.9	42.9	36.7	10.5
8-3	17.9	31.8	45.2	5.1
8-4*	7.5	16.8	56.5	19.2

Asterisk (*) denotes items reversed for scoring biases.

At present, conflict and differences of opinion are regarded by the theorists as a natural thing that exists in a healthy and virile organisation. Handy [10], on the other hand emphasised the broader concept of 'differences' instead of conflict' and distinguished three manifestations of differences which he labelled argument, competition and conflict. He regarded argument and competition as the fruitful and beneficial aspects of differences, whereas conflict was regarded as the harmful side of it. All the items of the conflict dimension utilised in this study have actually focused on the first two kinds of differences; argument and competition.

The results of this study showed that there was an overall tendency of management towards tolerating and accepting the presence of conflict in Jordanian industrial companies. This was reflected in the hearing of different opinions or problems in the open, where they can be dealt with, instead of hiding them. This finding was by itself evidence of the existence of argument and competition within these organisations. However, this would by no means allude to the existence of open confrontation or conflict in these organisations. Jordanian employees may carp and criticise, but at the same time they are well aware of the need not to complain too loudly. In fact, the majority of labour-management disputes surround wage rates and unfair dismissal. It was very rare, for instance, that workers in Jordan take industrial action to demand higher wages or fringe - benefits. Nevertheless, there may be negotiations and bargaining between management of companies and workers' representatives (or The General Federation of Jordanian Labour Unions) through officials from the Ministry of Labour. In most cases, the Ministry of Labour plays the role of arbitrator between labour unions or associations and the companies involved.

4.2.9 Identity.

The ninth and last part of the organisational climate instrument deals with the dimension of Identity. The results of employees' perceptions towards identity indicated that the majority of organisational members (68.7 per cent) believed that there was a low level of Identity with their companies as opposed to 31.3 per cent with a high level of identification (Table 2 and Diagram 1). That is to say, the majority of employees did not have the feeling of being proud to belong to the company family nor to the working team. The results also disclosed the dominance of the individualised self-interest over the corporation interests. The items of the Identity dimension are presented in Table 11A, and the responses of employees towards these items are shown in Table 11B.

Table 11A
Identity dimension items

No	Description of item
9.1	People are proud of belonging to this organisation.
9.2	I feel that I am a member of a well functioning team.
9.3	As far as I can see, there isn't very much personal loyalty to the company.
9.4	In this organisation people pretty much look out for their own interests.

Table 11B
Identity dimension: Responses of employees on its items in percentage

Item number	Strongly Agree	Agree	Disagree	Strongly Disagree
9.1	6.8	17.0	54.2	22.0
9-2	7.9	20.7	52.7	18.7
9-3*	19.7	49.0	23.8	7.5
9-4*	18.9	39.5	24.7	16.9

Asterisk (*) denotes items reversed for scoring biases.

It was expected that different cultures, to various degrees, exerted an influence on the readiness of employees to identify themselves with their working organisations. Accordingly, one may speculate that an employee who has been brought up in a Jordanian or Arab culture, with its strong family and tribal affiliations, may not have his first loyalty

to the working organisation but to his family or tribe. Therefore, concepts such as loyalty towards an organisation may not have any special significance in an Arab culture.

However, if loyalty to Jordanian industrial companies does happen to exist, it is most likely to be directed towards the person at the very top position in the organisation rather than to the organisational as a whole. However, the loyalty to that top person may create a loyalty to the organisation itself. Therefore, it is highly unlikely to find loyalty to the organisation unaccompanied by a loyalty to the top manager of that organisation. In spite of the fact that there may be a gradual and slow process of transfer of individuals' identification from traditional affiliations, this process is not expected to make people's loyalty to institution occupy the first priority in their 'identifications hierarchy'.

5. SUMMARY AND CONCLUSION

The intent of this paper has been to display a comprehensive picture on characteristics of climate in Jordanian industrial companies. Prior to that, two statistical tests of reliability and intercorrelation analysis were applied to the climate instrument utilised in the study. The aim of the first was to judge whether the instrument yielded similar results if applied in repeated trials. The purpose of the second was to examine the extent that the dimensions of the instrument measure different facets of climate. The research instrument used was found to be reliable and the dimensions of the instrument were found to be independent of each other.

The paper then presented the views that the surveyed employees held vis-a-vis their organisational climate. According to employees' responses to the Structure dimension, it was found that a lack of clarity was perceived in the sampled companies in respect of lines of authority and the duties and responsibilities assigned to employees. Employees also reported high degree of routine procedures in their organisations. In the second climate variable, employees argued that the ambit of Responsibility in their organisations was rather limited and that they were not encouraged to take personal responsibility within their jobs. As regards the Reward dimension, respondents believed that there were being fairly rewarded for doing good work, and that the rewards they received outweighed the threats and punishments. The fourth climate dimensions was Risk. Employees believed that management of their organisations were willing to take some risks and challenges in running their business. In concern of the fifth aspect of climate, Warmth, the surveyed organisational members maintained that there working atmosphere was unfriendly and unrelaxed and that there was little warmth in management-employees relationship. In

response to the sixth climate dimension, Support, respondents expressed a lack of helpfulness and support of managers and co-workers in their companies. As the climate dimension of Standards was concerned, employees claimed that management in their organisations did not set very high standards for personal or group performance in their organisations. In the second last aspect of climate, Conflict, organisational participants believed that their organisations were not afraid of conflict and that they liked to deal with arguments and disagreements in the open. Finally, the last investigated dimension of organisational climate, respondents reported that organisational members did not have much Loyalty and identification with the companies they work for.

In light of these results, organisations need to recognise the importance of research instruments such as Organisational Climate Questionnaire in ascertaining the sort of climate that exists in their organisations. Companies and top personnel should also pay special attention to the results of low levels of Structure, Responsibility, Reward, Support Standards, and identity found on their premises. In this regard, it is recommended for companies to design and implement some organisational change and development programmes in order to alleviate any possible negative effects of these low levels of climate on the motivation, behaviour and performance of employees.

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