

The organizational climate and its relationship to the professional compatibility of employees in the university services sector

المناخ التنظيمي وعلاقته بالتوافق المهني للعاملين في قطاع الخدمات الجامعية

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Abstract:

This study aimed to reveal the relationship between the organizational climate and the professional compatibility of employees in the university services sector. To achieve the objectives of the study, we relied on a sample of (83) employees at the University Services Directorate of Laghouat, using the professional compatibility questionnaire (Sami Khalil Fahjan, 2010) and the organizational climate questionnaire (Fouzia H'wayen, 2014). After statistical treatment, the study concluded the following results:

The organizational climate among the study sample members is not appropriate, as all the averages are below the average.

- The level of general professional compatibility among the study sample members is heading in the direction of good compatibility.
- There is a positive correlation between the organizational climate and professional compatibility among the study sample members.

Key words: organizational climate, professional compatibility.

ملخص:

هدفت هذه الدراسة إلى الكشف عن العلاقة بين المناخ التنظيمي والتوافق المهني للعاملين بقطاع الخدمات الجامعية، ولتحقيق أهداف الدراسة اعتمدنا على عينة قدرها (83) موظفا بمديرية الخدمات الجامعية لولاية الأغواط، باستخدام استبيان التوافق المهني لـ (سامي خليل فحجان، 2010) واستبيان المناخ التنظيمي لـ (فوزية هويين، 2014). وبعد المعالجة الاحصائية أسفرت الدراسة على النتائج التالية:

- المناخ التنظيمي لدى أفراد عينة الدراسة غير ملائم، حيث جاءت جميع المتوسطات أقل من المتوسط.

- مستوى التوافق المهني العام لدى أفراد عينة الدراسة يسير في اتجاه حسن التوافق.

- وجود علاقة ارتباطية موجبة بين المناخ التنظيمي والتوافق المهني لدى أفراد عينة الدراسة.

الكلمات المفتاحية: المناخ التنظيمي، التوافق المهني.

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1. INTRODUCTION

Professional compatibility is a factor no less important than training, training and updating equipment and means in the organization, which is necessary for the worker to perform his duties in the best way. Professional compatibility has an important role in the stability of the individual in his social and professional life, which is reflected on his professional performance.

The professional compatibility within the organization is affected by many variables, one of which may be the organizational climate, including the values, customs, traditions, norms, behavioral patterns, and social beliefs that affect the human and economic activities and activities within the organization. An individual who works in a negative organizational climate cannot adapt to the work environment and his performance is affected.

Given the importance of the two variables and their association with all organizational elements, we wanted to address the issue of the organizational climate and its relationship to professional compatibility, by conducting a field study on a sample of employees at the Directorate of University Services in the state of Laghout.

2. The problematic of the study: The problematic of the study lies in answering the following questions:

- 1- What is the nature of the prevailing organizational climate according to the study sample members?
- 2- What is the level of professional compatibility among the study sample members?
- 3 - Is there a correlation between professional compatibility and organizational climate among the study sample members?

3. Previous Studies: Below is an overview of some of the previous studies:

- **Study of (M'hanna, 1993):** The study entitled: "Analysis of the Organizational Climate in the Jordanian Civil Service Organizations". This study aimed to reveal the perceptions of employees in the Jordanian civil service bodies of the organizational climate prevailing in those bodies in general. This study included (13) of the total civil service agencies. The study concluded that the perceptions of the study sample members towards all dimensions of the organizational climate are negative, with the exception of the dimension of clarity of the organization, which was moderate (**Echanti, 2006**).

-**Study of (El-Massaari, 1995):** a study entitled: "The trend towards work in the field of investigation and its relationship to professional compatibility." The study aimed to reveal the relationship between the professional compatibility of officers and employees in the investigation and administrative fields and the duration of their experience in it. The study sample consisted of (121) officers working in two societies. The study found that there is a correlation between their attitude towards their work and their compatibility with the work system, its nature and conditions, their sense of their social status, and their sense of the burden of responsibility in it, including the total degree of professional compatibility (**Bouatit, 2007**).

-**Study of (Aabissat, 2004):** a study entitled the prevailing organizational climate in the "Free Zones" Corporation. This study aimed to identify the employees' perception of the organizational climate prevailing in the "Free Zones" Corporation. A questionnaire was prepared to collect information from the study community, which included all employees of the institution, and the number of questionnaires valid for analysis was (328). The study concluded that the employees' perception of the organizational climate prevailing in the organization is positive and with a mean

score of (3.52).

-Study of (Al-Samary, 2006): A study entitled "Professional Compatibility and its Relationship to Work Stress in the Security Services". It aimed to know the level of professional compatibility and its relationship to the work pressures of the employees of the Special Emergency Forces, and the study was conducted on (391) members of the non-commissioned officers in the Special Emergency Forces. The study showed that the level of professional compatibility among employees in the special emergency forces is less than the average (**Echeikh, 1430**).

-Study of (Abou Taya et al., 2012): A study entitled "The relationship between organizational climate and job satisfaction in some Jordanian business organizations." The study aimed to analyze the relationship between organizational climate and job satisfaction in a group of Jordanian business organizations, and in order to achieve these goals, a questionnaire was used to collect data and test the study hypotheses. The study concluded that the organizational climate is good and appropriate, as all averages were above average. And there is a positive, statistically significant relationship between organizational climate and job satisfaction (**Aissa, 2014**).

-Study of (Errawaheya, 2012): A study entitled "Professional Compatibility and its Relationship to Perceived Self-Efficacy among a Sample of Employees in the General Directorate of Education in Al Dakhiliyah Governorate". Where the researcher used the descriptive correlative approach, and the study sample consisted of (260) employees working in the General Directorate of Education in Al Dakhiliyah Governorate, the Educational Training Center, and the Educational Supervision Office, who are affiliated with the Directorate. The researcher used two tools: the professional compatibility scale, and the perceived self-efficacy scale. One of the most prominent results of the study is that the level of professional compatibility among the study sample was significantly high.

Study of (Al-Matrafi, 2013): a study entitled "The organizational climate and its role in the application of knowledge - from the point of view of employees in the Emirate of Al-Madinah Al-Munawwarah". The study aimed to identify the level of dimensions of the organizational climate, and to know the reality of knowledge administration processes. The study was applied to two years in the Emirate of Al-Madinah Al-Munawwarah region, and the sample size of the study was 109 employees. The researcher used the descriptive approach in his study, as well as a questionnaire to collect data. The study found that the members of the study sample agreed to a moderate degree at the level of organizational climate dimensions (incentives, relations between employees), and they agreed to the administration's appreciation for them when they performed distinguished work, and that the relations between the manager and subordinates were based on mutual respect (**Aissa, 2014**).

The location of the current study from previous studies:

- The current study is in agreement with previous studies in the use of the descriptive approach.
- The current study agrees with some previous studies in the study of the variable of occupational compatibility, and with some other studies on the variable of organizational climate.
- The current study agreed with most of the previous studies in using the questionnaire as a tool for data collection.
- The current study was distinguished from previous studies in terms of the study sample, which is the staff working in the University Services Directorate.
- The current study links the organizational climate and professional compatibility and examines the

relationship between them, which was not addressed by previous studies, according to the researcher's opinion.

4. Study hypotheses

Based on the problem of the study, we can formulate the following hypotheses:

- 1- We expect that the study sample members will have average grades in the organizational climate.
- 2- We expect that the study sample members will have average degrees in professional compatibility.
- 3- There is a correlation between occupational compatibility and organizational climate among the study sample members.

5. Study Objectives:

- 1- Identifying the nature of the prevailing organizational climate, according to the study sample members.
- 2- Identifying the level of professional compatibility among the study sample members.
- 3- Revealing the nature of the relationship between the organizational climate and professional compatibility among the study sample members.

6. Defining the study concepts

6.1 organizational climate

It is "the set of characteristics that characterize the environment of the organization in which the individual works, and affect his values, attitudes, and awareness, because it enjoys a high degree of stability and relative stability (**Houayene, 2014**).

It is "the social environment or the total social system for a group of employees in the same organization, including culture, values, customs, traditions, norms, behavioral patterns, social beliefs, and different ways of working, which affect the human and economic activities within the organization" (**Aissa , 2014**).

And procedurally, the organizational climate is defined as the sum of the scores obtained by the employee on the organizational climate questionnaire prepared by him (Houayene, 2014).

6.2 Professional Compatibility

"It is the continuous dynamic process carried out by the individual to achieve adaptation between him and the professional environment - physical and social, and maintaining this harmony" (**Fahdjan, 2010**).

It is the individual's compatibility with the world of his work. It includes the individual's compatibility with the various environmental factors that surround him at work, and his compatibility with the changes that occur to these factors over periods of time, as well as his compatibility with his own characteristics. Thus, the compatibility of the individual with his supervisor and with his colleagues, Also, his compatibility with work demands, his compatibility with the changing market conditions and work-related conditions, his compatibility with his own abilities, with his inclinations, and with a temperament, all of this is considered to be included in professional compatibility (**Taha, 2001, p. 74**).

And procedurally, Professional Compatibility is defined as the sum of the scores obtained by the employee on the professional compatibility questionnaire that he prepared (Sami Khalil Fahdjan, 2010).

2. Field Study Procedures

2.1 Study Methodology

As the current study seeks to find out the relationship between organizational climate and professional compatibility, the descriptive correlative approach was used.

2.2 The study sample

The study was conducted at the director of university services in Laghouat, where (100) questionnaires were distributed, (86) were returned, which represents 86% of the total distributed questionnaires. And (03) questionnaires were excluded because they were not suitable for statistical treatment. Thus, the total number of the study sample becomes (83) employees. The following table shows the characteristics of the study sample.

Table 1. Shows the characteristics of the study sample.

Variables	Categories	Repetitions	Percentage %
sex	Male	37	44.57
	feminine	46	55.42
Educational level	primary	01	1.20
	middle	17	20.48
	secondary	27	32.53
	university	38	45.78
Years of work	Less than 05 years	15	18.07
	05-10 years	47	56.62
	More than 10 years	21	25.30
nature of the job	permanent	48	57.83
	temporary	35	42.16

Source: Prepare by researchers according to SPSS results

2.3 Study tools and their psychometric properties

2.3.1 Organizational Climate Questionnaire

The researcher (Fouzia Houayene, 2014) designed it after reviewing the literature that was written on the subject, as well as previous studies related to the organizational climate. The questionnaire consists of five dimensions, from which the researcher chose four, which he believes fit the objectives of the current study, namely:

- Decision making methods.

- Organizational communication style.
- Employee training.
- Incentive system.

The psychometric characteristics of the organizational climate questionnaire:

1. Validity: The questionnaire designer calculated it in the following ways:

* Content validity: by presenting the questionnaire to (07) arbitrators, and their observations were mostly in favor of the questionnaire, and then making the required modifications.

* Internal consistency validity: by calculating the Pearson correlation coefficient between each dimension and the total score, all the values of the correlation coefficient were a function at the function level 0.01, which indicates the honesty of the questionnaire.

*Self- validation: The value of self-validation was 0.93.

2- Reliability: The questionnaire designer was limited to calculating its reliability by the Alpha Cronbach method, and the reliability coefficients ranged between (0.62 and 0.82), and therefore it has a degree of stability.

2.3.2 Professional Compatibility Questionnaire

The researcher (Sami Fahdjan, 2010) prepared a professional compatibility questionnaire. The questionnaire consisted of (50) items, and it was divided into 5 areas. In our current study, 4 fields were selected that are in line with the objectives and nature of the study sample, which are:

- Nature and conditions of work.
- Salary and promotion.
- Relationship with officials and Administration.
- Relationship with colleagues.

The psychometric characteristics of the professional compatibility questionnaire:

The questionnaire's author calculated its psychometric properties (the validity of the arbitrators, the validity of the internal consistency, the Cronbach's alpha coefficient, and the split-half), and all the values were statistically significant, which indicates the validity and reliability of the questionnaire. The researcher has recalculated the psychometric properties in the following ways:

* **Discriminatory validity:** after the distribution was arranged from the highest degree to the lowest degree, two groups were selected, one representing 27% of the individuals who obtained the highest scores, and the second 27% of those who obtained the lowest scores. The T-value of 10.54 was calculated, which is a significant value at a level less than 0.05, which indicates the validity of the questionnaire.

* **Reliability by the alpha-Cronbach method:** The stability of the scale was calculated using the alpha-Cronbach coefficient, which resulted in a coefficient of 0.77, which is an acceptable degree that reflects the stability of the questionnaire.

2.4 Statistical Methods

In order to analyze the results of the research according to its objectives and hypotheses, the researcher used, based on the statistical package for social sciences (SPSS) system, the following statistical methods:

- Arithmetic averages and standard deviations.
- One sample T. Test.
- Pearson's correlation coefficient.

3. RESULTS AND DISCUSSION

3.1. Presentation of the results of the first hypothesis:

The first hypothesis states: "We expect the study sample to have average scores in the organizational climate." To verify the validity of this hypothesis, percentages were calculated, as well as a single-sample t-test, and the results were drawn as in the following tables:

Table 2. Repetitions and percentages of decision-making methods

Items	Agree		Neutral		Disagree		Rank
	Rept	Per.%	Rept	Per.%	Rept	Per.%	
The administration encourages employees to use new ideas at work.	28	33.73	39	46.98	16	19.27	03
The administration is keen to hold periodic meetings between officials.	25	30.12	41	49.39	58	69.87	04
Suggestions of employees and employees, taken into account when making decisions	10	12.04	14	16.86	49	59.03	06
The decisions of the officials in our organization are centralized.	51	61.44	22	26.50	10	12.04	06
Employees have the ability to make important decisions within the limits of their responsibilities.	44	53.01	15	18.07	24	28.91	01
The administration gives opportunity to employees to present their views.	18	21.68	10	12.04	55	66.26	05
The administration avoids discussing problems related to the work process.	35	42.16	15	18.07	33	39.75	02

Source: Prepare by researchers according to SPSS results

Through the table, it is clear that the item "employees have the ability to make important decisions within the limits of their responsibilities", came first with a rate of 53.01 percent. In second place came the item: "The administration avoids discussing problems related to the work process" with a percentage of 39.75%. In the last place, we find the two items: "employees' suggestions are taken into consideration when making decisions" and "the decisions of officials in our organization are centralized" with a rate of 12.04%.

Table3. Repetitions and percentages of the organizational communication style dimension

Items	Agree		Neutral		Disagree		Rank
	Rept	Per. %	Rept	Per. %	Rept	Per. %	
The information transmitted through communication channels is accurate.	26	31.32	23	27.71	34	40.96	04
Communication between employees at the same level is effective.	40	48.19	18	21.68	25	30.12	01
Communication between the various departments and interests is via the Internet.	03	03.61	09	10.84	71	85.54	09
The communication system in the organization contributes to achieving its goals.	15	18.07	15	18.07	53	63.85	07
Communication between the various departments is fast.	33	39.75	14	16.86	36	43.37	03
Our administration is keen to communicate unwritten information to employees without distortion.	36	43.37	20	24.09	27	32.53	02
Loss of communication concepts between administration and employees.	42	50.60	15	18.07	26	31.32	04
It is possible to contact the higher administration levels without difficulties.	16	19.27	10	12.04	57	68.67	06
Our administration announces all new events.	17	20.48	09	10.84	57	68.67	05
Our administration makes sure that all employees are aware of its decisions.	12	14.45	10	12.04	61	73.49	08

Source: Prepare by researchers according to SPSS results

We note from the table that the phrase "communication between employees at the same level is effective" came in the first rank, with a rate of 48.19%, and in the second place came the phrase "our administration is keen to communicate unwritten information to employees without distortion" with a rate of 43.37%. In the penultimate rank came the item: "Our administration is keen that all employees are aware of its decisions" with a rate of 14.45%. And in the last rank, we find the phrase: "The communication between the various departments and departments is done through the Internet", where the approval rate reached 3.61%.

Table 4. Repetitions and percentages for the dimension of employees training

Items	Agree		Neutral		Disagree		Rank
	Rept	Per. %	Rept	Per. %	Rept	Per. %	
Administration seeks to provide the necessary resources to enhance the performance development process of employees	19	22.89	05	6.02	59	71.08	02
Training courses to acquire new skills considered few	52	62.65	08	9.63	23	27.71	01
Administration helps the employees to be trained on their activities continuously	14	16.86	08	9.63	61	73.49	04
Administration views the training of its employees as an important part	14	16.86	10	12.04	59	71.08	04
The training needs of employees are identified to improve their level of performance	10	12.04	15	18.07	58	69.87	05
The opportunity for employees to continue their in-service training is available	18	21.68	09	10.84	56	67.46	03

Source: Prepare by researchers according to SPSS results

From the table, we note that the item "training courses to acquire new skills are considered few" came first with a rate of 27.71%. And the item "Administration seeks to provide the necessary resources to enhance the process of developing employee performance" came in second place, with a rate of 22.89%. As for the last rank, we find the item that states "the training needs of employees are identified to improve their performance level", where the approval rate was 12.04%.

Table 5. Repetitions and percentages of the incentive system dimension

Items	Agree		Neutral		Disagree		Rank
	Rept	Per.%	Rept	Per.%	Rept	Per.%	
The policy of rewards and incentives followed is fair.	08	9.63	14	16.86	61	73.49	05
The performance appraisal system in the organization is fair.	11	13.25	12	14.45	60	72.28	03
The administration encourages the active employees.	15	18.07	08	9.63	60	72.28	01
Administration policy depends on the use of material rewards to motivate its employees.	09	10.84	10	12.04	64	77.10	04
Administration deprives defaulting employees of incentives.	12	14.45	17	20.48	64	77.10	02
All employees receive incentives.	08	9.63	11	13.25	64	77.10	05
Administration provides moral incentives to weak employees to encourage them.	12	14.45	11	13.25	60	72.28	02

Source: Prepare by researchers according to SPSS results

Through the table, it is clear that the most important motivator agreed upon by the study sample members is the item: "The administration encourages the active employees" with a percentage of 18.07%. And in the second place came the items: "The administration deprives the negligent employees of incentives" and "The administration provides moral incentives to the weak employees to encourage them" with a rate of 14.45%. As for the last rank, we find the two items: "The policy of rewards and incentives followed is characterized by fairness", and "All employees receive incentives" with a rate estimated at 9.63%.

Table 6. T-test for the significance of the differences between the hypothetical mean and the arithmetic mean in the organizational climate scores

Variables	Mean	hypothetical mean	standard deviation	value of "T"	Sig
ways to make decisions	17.48	21	5.32	-6.01	0.05
organizational communication style	24.58	30	6.57	-7.12	0.05
workers training	13.38	18	4.94	-8.49	0.05
incentive system	13.40	21	7.09	-9.74	0.05
General organizational climate	69.13	90	21.37	-8.89	0.05

Source: Prepare by researchers according to SPSS results

It is clear from the above table, that there are statistically significant differences between the hypothetical mean and the arithmetic mean in the organizational climate (its dimensions, and its total degree), where all the "T" values were statistically significant at the significance level less than 0.05, which are differences in favor of the hypothetical averages, and this means that The sample members adopt a negative perception of the organizational climate.

3.2 Discussion of the results of the first hypothesis

The results of the first hypothesis as shown in Tables (2, 3, 4, 5, 6) indicate that the first hypothesis is not achieved, meaning that the level of the organizational climate among the study sample members is less than the average (negative organizational climate).

The results of the current study agree with the results of the study (Mharma, 1993), which concluded that the perceptions of the study sample members towards the dimensions of the organizational climate are negative, except for one dimension. And it differs with the results of the study (Abissat, 2004), which concluded that the employees' perceptions of the organizational climate prevailing in the organization are positively evaluated. And a study (Abou Taya et al., 2012), which concluded that the organizational climate is appropriate. And the study (El-Matari, 2013), which indicated that the sample members agreed to a moderate degree on the level of organizational climate dimensions.

The organization that is characterized by centralization and the sole decision-making of officials, the unfairness of the reward system, the loss of communication skills, it is natural for the employee to realize that its climate is negative.

3.3 Presentation of the results of the second hypothesis

The second hypothesis states that "we expect that the study sample members will obtain average degrees in professional compatibility." To verify the validity of this hypothesis, percentages were calculated, and a single-sample T-test was conducted, and the results were extracted as in the following tables.

Table 7. Repetitions and percentages for the nature and working conditions dimension

Items	Agree		Neutral		Disagree		Rank
	Rept	Per.%	Rept	Per.%	Rept	Per.%	
I think the work duties required of me are specific	36	43.37	22	26.50	25	30.12	03
The number of official working hours suits me	63	75.90	01	1.20	19	22.89	01
I adhere to the official working hours	59	71.08	06	7.22	18	21.68	02
I feel very tired after work	48	57.83	23	27.71	12	14.45	05
I feel noisy in my workplace	42	50.60	16	19.27	25	30.12	04

Source: Prepare by researchers according to SPSS results

It is clear from the previous table that the item "The number of official working hours suits me" came in the first place with a rate of 75.90%. In second place came the item "I adhere to the official working hours" with a rate of 71.08%. In the last place, we find the item "I feel very exhausted after the end of work", where the percentage of disapproval of it reached 14.45%.

Table 8. Repetitions and percentages of the salary and promotion dimension

Items	Agree		Neutral		Disagree		Rank
	Rept	Per.%	Rept	Per.%	Rept	Per.%	
My salary is commensurate with the nature of my work.	37	44.57	07	8.43	39	46.98	02
I get my salary regularly.	74	89.15	06	7.22	03	3.61	01
I suffer from insufficient salary to meet my needs.	44	53.01	11	13.25	28	33.73	05
My salary is commensurate with the degree to which I was employed.	36	43.37	14	16.86	33	39.75	03
Promotion at work is related to efficiency.	29	34.93	13	15.66	41	49.39	04

Source: Prepare by researchers according to SPSS results

Looking at the previous table, it appears that the item "I get my salary regularly" came in first place with a rate of 89.15%. In second place came the item "My salary is commensurate with the nature of my work" with a rate of 44.57%. In the last place, we find the item "I suffer from insufficient salary to meet my needs", where the percentage of disapproval reached 33.73%.

Table 9. Repetitions and percentages of the relationship with officials dimension

Items	Agree		Neutral		Disagree		Rank
	Rept	Per. %	Rept	Per. %	Rept	Per. %	
I feel that the officials respect me.	63	75.90	03	3.61	17	20.48	01
Officials appreciate my performance at work.	55	66.26	07	8.43	21	25.30	02
The administrators respect my professional suggestions.	30	36.14	21	25.30	32	38.55	04
Administrators contribute to solving the problems I have.	23	27.71	12	14.45	48	57.83	06
Officials accept constructive criticism.	39	46.98	18	21.68	26	31.32	03
The decisions directed by the officials are clear.	11	13.25	17	20.48	55	66.26	07
I participate officials in decision-making	11	13.25	13	15.66	59	71.08	07
I feel annoyed by the many administrative disputes with officials.	32	38.55	25	30.12	26	31.32	05

Source: Prepare by researchers according to SPSS results

It is clear from the table that the item "I feel that officials respect me" came in first place with a rate of 75.90%. In second place came the item "Officials estimate my performance at work" with a rate of 66.26%. In third place came the item "The decisions directed by officials are clear" with a rate of 46.98%. And in the last place came the items "Officials accept constructive criticism" and "I participate officials in decision-making", with a percentage of 13.25%.

Table 10. Repetitions and percentages of the relationship dimension with colleagues

Items	Agree		Neutral		Disagree		Rank
	Rept	Per. %	Rept	Per. %	Rept	Per. %	
My co-workers make me feel appreciated.	70	84.33	08	9.63	05	6.02	02
I coordinate with my co-workers.	59	71.08	16	19.27	08	9.63	04
I have conflicts with colleagues.	08	9.63	15	18.07	60	72.28	03
I make sure to form positive relationships with my colleagues.	71	85.54	10	12.04	02	2.40	01

Source: Prepare by researchers according to SPSS results

It is clear from the above table that the item "I strive to form positive relationships with my colleagues" came in the first place with a rate of 85.54%. In second place came the item "My colleagues at work make me feel appreciated" with a rate of 84.33%. And in the last place came the item that states, "I coordinate with my colleagues at work," with an approval rate of 71.08%.

Table 11. T-test to indicate the differences between the hypothetical average and the arithmetic average in the degrees of professional compatibility

Variables	Mean	hypothetical mean	standard deviation	value of "T"	Sig
Nature and working conditions	15.27	15	2.50	1.01	not significant
salary and promotion	15.62	15	3.84	1.48	not significant
Relationship with officials	22.62	24	6.14	-2.03	0.05
Relationship with colleagues	16.01	12	2.84	12.85	0.05
General professional compatibility	69.54	66	10.33	3.12	0.05

Source: Prepare by researchers according to SPSS results

It is clear from the previous table the following results:

1- There are no statistically significant differences between the hypothetical average and the arithmetic average in the dimension of the nature and conditions of work, and the dimension of salary and promotion.

Where the value of "t" for each dimension of the nature and conditions of work, salary and promotion, respectively: 1.01, and 1.48, and it is not significant at any level of significance, and this means that the level of compatibility in these two dimensions is average.

2- There are statistically significant differences between the hypothetical mean and the arithmetic average in the dimension of the relationship with the officials.

Where the value of "t" for the dimension of the relationship with officials was -2.03, which is a function at the level of the function (less than 0.05), and this means that the level of agreement in the dimension of the relationship with officials is less than the average.

3- There are statistically significant differences between the hypothetical average and the arithmetic average in the dimension of the relationship with colleagues, and general professional compatibility.

Where the value of "t" for each dimension of the relationship with colleagues and the general professional compatibility, respectively: 12.85, and 3.12, which is a function at the level of significance (less than 0.05), and this means that the level of compatibility in these two dimensions is moving in the direction of good compatibility.

3.4 Discussion of the results of the second hypothesis: The results of the second hypothesis, as shown in tables (7, 8, 9, 10, 11), indicate that the second hypothesis is unrealized, meaning that the level of general professional compatibility among the study sample members is above the average. That is, it goes in good professional compatibility.

The results of the current study differ with the results of the study (Al-Samary, 2006), which showed that the level of professional compatibility among workers in the special emergency forces is less than the average. And the study (Al Rawahiya, 2012), which highlighted that the level of professional compatibility among the study sample is significantly high.

Many of the positive factors in the organization, such as the clarity of the role, regular salary disbursement and commensurate with the nature of work, good relations with officials, and good

relations between colleagues based on respect and appreciation, all contribute to achieving professional compatibility between the worker and the organization to which he belongs.

3.5. Presentation of the results of the third hypothesis: The third hypothesis states that "there is a correlative relationship between occupational adjustment and the organizational climate among the members of the study sample." To verify the validity of this hypothesis, the Pearson correlation coefficient was calculated, and after processing, we obtained the results shown in the following table:

Table 12. Correlation between organizational climate and professional compatibility

Variables	Correlation coefficient value	Sig
Organizational climate/ nature and working conditions	0.359	0.01
Organizational climate/ salary and promotion	-0.066	not significant
Organizational climate/relationship with officials	0.761	0.01
Organizational climate/relationship with colleagues	0.210	not significant
Organizational climate/ professional compatibility	0.573	0.01

Source: Prepare by researchers according to SPSS results

The previous table shows us the following results:

- There is a positive correlation between the organizational climate and professional compatibility (general professional compatibility, the nature and conditions of work, and the relationship with officials), where the values of the Pearson correlation coefficients were: 0.359, 0.761, and 0.573, respectively. It is a function at the significance level of 0.01, which reflects the existence of a positive correlation between the scores obtained from the organizational climate questionnaire, and the scores obtained from the professional compatibility questionnaire.
- There is no correlation between the organizational climate and the dimensions of salary and promotion, and the relationship with colleagues, where the values of the Pearson correlation coefficient amounted to -0.066 and 0.210, which is a function at a level greater than 0.05.

3.6 Discussion of the results of the third hypothesis:

The third hypothesis states that: "there is a correlative relationship between professional adjustment and organizational climate among the study sample members." To verify the validity of this hypothesis, the "Pearson" correlation coefficient was calculated, as shown in Table No. (12), which showed a positive correlation between the organizational climate and each of the dimension of the nature and conditions of work, the relationship with officials, and general professional compatibility. The statistical treatment also showed that there was no correlation between the organizational climate, the dimension of salary and promotion, and the dimension of the relationship with colleagues. Therefore, the third hypothesis is partially verified.

The results of the current study agree with the results of the study (El-Massaari, 1995), which concluded that there is a correlation between the tendency towards work and compatibility with the work system, its nature and conditions. And a study (Abou Taya et al., 2012), which found a positive correlation between organizational climate and job satisfaction. And a study (El-Matrafi, 2013), which concluded that the relations between the manager and subordinates are based on mutual respect. Since the organizational climate was less than the average, but the professional

compatibility was more than the average, the researcher attributes this result to the fact that there are factors other than the organizational climate that affected the professional compatibility, and made it in a good direction. Hence, we open the door for future studies to support or refute this result.

4. CONCLUSION

The research was an attempt to study the relationship between organizational climate and professional compatibility among the employees of the Directorate of University Services in Laghouat. After analyzing the results, it was found that the organizational climate is inappropriate, and that the level of professional compatibility is above average, as well as the existence of a correlation between the organizational climate and professional compatibility. In light of the results of the current study, the following set of suggestions can be included:

- 1- Develop organizational communication that reflects positively on the organization's climate.
- 2- The need to reconsider the system of incentives and rewards.
- 3- All members of the organization should be involved in making decisions.
- 4- Providing health services to improve occupational compatibility.

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