

The impact of organization climate on employee's job satisfaction level" case study on the social security Corporation in northern region"

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Abstract: This study aims at evaluating the current organizational climate on the job satisfaction of the Social Security Corporation in northern region, from the viewpoint of its personnel. And to know the impact of organizational climate on the job satisfaction level, finding out the differences that carry statistical implications at the level ($\alpha = 0.05$) in the job satisfaction of the personnel inscribed to personal and work variables (sex, age, experience, educational levels, and marital status). Also the study tries to explore the most important elements that influence the job satisfaction level. A questionnaire list is designed and administered among 54 personnel at all managerial levels, to evaluate the organizational climate, and the job satisfaction level for Social Security Corporation. The results show that there was statistically positive influences ($\alpha = 0.05$ or less) for communication, incentives, participation, and working conditions variables on job satisfaction level. While these influence didn't appear for the organizational structure variable. The results also show a statistical significant differences at ($\alpha = 0.05$ or less) in job satisfaction level due to (age, educational levels and marital status) variables, while these significant differences did not appear for (sex and experience) variables. This study recommends reviewing the organizational climate continuously to reinforce its positive dimensions, and find solutions to its negative dimensions.

Key words: Job satisfaction, organizational climate, Social Security Corporation.

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I. INTRODUCTION

Contemporary societies, including the Hashemite Kingdom of Jordan, facing an increasing role to be successful and achieve their goals, which requires properly a number of organizational variables, one of the most important variables including organizational climate. The organizational climate reflects the personality of the Organization, as is also the determinants of organizational behavior is affecting the satisfaction of employees and the level of performance.

The job satisfaction is the sense that lies behind any progress, as the regulatory climate represents a description of the characteristics of the working environment, so it is essential that affected job satisfaction for the employees in the prevailing regulatory climate.

Organizational climate is one of the key factors for the success of organizations, not only in achieving their objectives but also in achieving job satisfaction, and thus achieving creativity and development events in all its activities. Employee's satisfaction is influenced by the nature of the work they do in internal environment in which they operate. To build a conducive atmosphere for the effective functioning and strengthening innovation and constantly falls within the responsibilities of any contemporary management, by providing the appropriate regulatory climate. The word "climate" a metaphor meant, geography environment and weather in terms of warmth and cold at different times and seasons, the significance of the regulatory climate in the organization reflects her personality, organizational climate is considered as determinants of organizational behavior, it affects the satisfaction of employees and thus in their performance and creativity (alamian, 2010).

The research problem And questions of the Study: Under intensive competition, organizations must understand the importance of organizational climate for its employees and tied that with accompanied by a feeling of satisfaction for them, that reflect their desire to accomplish their tasks properly, and stimulates their positive behavior toward achieving the organization goals. The current study tries to answer the following questions:

- 1- Does the current regulatory structure have impact on the level of job satisfaction for workers in the social security corporation?
- 2- Is the prevailing communication pattern has impact on the level of job satisfaction for workers in the social security corporation?

- 3- Does the participation have impact on the level of job satisfaction for workers in the institution for social security?
 - 4- Does the incentives system have impact on the level of job satisfaction for workers in the social security corporation?
 - 5- Does working conditions (lighting, location, furniture, and healthcare services) have impact on the level of job satisfaction for workers in the social security corporation?
 - 6- Are personal and functional variables (sex, age, marital status, educational level, employment experience) having impact on the level of job satisfaction for workers in the social security corporation?
- This study tries to highlight the importance of organizational climate elements, and has an impact on the level of job satisfaction for employees.

Importance of the study: the organizational climate help to build proper conduct in all areas of the enterprise, as organizational climate and job satisfaction are complement each other, because the job satisfaction is usually associated with the work environment and climate, which normally is reflected in the Organization's culture, and having a methods of urges and encourages the adoption of positive behavior. the significance of the study to identify the nature of organizational climate prevailing in the social security corporation in the Northern region, from the view point of employees at various levels, which providing the decision maker with factual data to help them adopt constructive policies and procedures, and to adopt new working methods differ from conventional business module, that eventually reflect in improving and increasing in satisfaction of employees about their work, and raise the level of their performance and morale, and gives them the opportunity to develop creative performance.

Objectives of the study: this study aims to achieve the following:

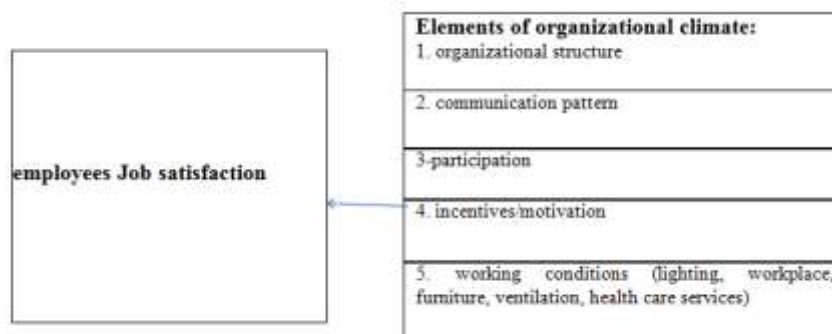
- 1. Identify the elements of organizational climate prevailing in the institution social security corporation in the Northern region.
- 2. Identify the most important factors in job satisfaction in the sample of the study.
- 3. Analysis the impact between the organizational climate elements and the job satisfaction.
- 4. Identify the relationship between functional and personal characteristics (sex, age, marital status, educational level, experience) and job satisfaction.
- 5. Provide suggestions and recommendations to help the managers in social security Corporation, and all institutions working in similar field to improve and raise the level of job satisfaction for employees.

ResearchHypotheses:

- 1. There is no statistical significance impact of the organizational structure on the level of job satisfaction for employees in the social security corporation.
- 2. There is no statistical significance impact of the communication pattern on the level of job satisfaction for employees in the social security corporation.
- 3. There is no statistical significant impact of the participation on the level of job satisfaction for employees in the social security corporation.
- 4. There is no statistical significance impact of the incentives on the level of job satisfaction for employees in the social security corporation.
- 5. There is no statistical significant impact of the working conditions (lighting, workplace, ventilation, furniture, health care services) on the level of job satisfaction for employees in Social Security Corporation.
- 6. There are no statistically significant differences in the level of satisfaction of employees due to personal and functional variables (sex, age, marital status, educational level, job experience).

Model of the study:

- achieving job satisfaction of employees through organizational climate elements:



Procedural definitions:

- Organizational climate: the individual and organizational characteristics that reflect the State of the internal and external environment
- Job satisfaction: a psychological feeling of contentment and satisfaction of needs and desires.
- The social security corporation: a national cooperative insurance system based on partnership with the relevant authorities, in line with the needs of the uninsured and installations, contribute to social security and economic development of the Kingdom.

Research design and Methodology:

Through the updated Finder on many previous studies and literature on the subject of the study, and since this study is an empirical study in the social security corporation, which corresponds to the descriptive analytical aims to provide data and facts about the interpretation of the problem, stand on its down to the objectives of the study. Therefore, the method and procedures of the study are as follows:

1. A community of the study:consists of allemployees working for social SecurityCorporation in the Northern region (85) member, in all managerial levels, and distributors in the cities(Irbid, Jerash, Ajloun, and Ramtha).

2. Sample of the study:The sample of the study consisted of (65) member of employees, (54) were returned all considered healthy and suitable for statistical analysis.

Personal characteristics of the study sample:

Tables (1) describe the most important personal and functional characteristics of the study sample members were as follows:

- (1) Sex: male ratio 61.6 while females accounted for 38.64 and this shows that the majority of the employees in Social Security Corporation were male.
- (2) Age: age (31-40) a year and pegged by 36.36 for the bulk of employees in for social security corporation, this indicates that the majority of workers are young.
- (3) Marital status: The highest percentage of married employees reached 68.18 and this shows that the majority of employeesinSocial Security Corporation are married.
- (4) Education level: the majority of employees holding bachelor's degree at percentage 63.63 and this shows that the vast majority of employees in the social security corporation have college degrees.
- (5) Experience: Employees in terms of experience (1-5) years was at percentage 47.73, and this shows that the majority of employees in Social Security Corporation have less than five year properly experience, that indicatethe functional turnover is high, as most employees enrolled in company talking experience.

Table (1)personal and functional characteristics of the study sample members

The variable	Category	Number	percentage
Sex	Male	34	61.36
	Female	20	38.64
	Total	54	100.00
Age	20 years or less	1	2.27
	21 – 30	13	25.00
	31 – 40	18	36.36
	41 – 50	15	27.27
	51 and more.	7	9.09
	Total	54	100.00
Marital status	Single.	12	22.73
	Married	35	68.18
	Divorce	2	2.27
	A widower	5	6.82
	Total	54	100.00
Educational level	High school or below	2	2.27
	Diploma in	5	6.82
	BA	33	63.63
	Postgraduate studies	14	27.27
	Total	54	100.00

Job experience	Less than 5 years.	24	47.73
	6-10 years	9	15.91
	11-20 years.	15	27.27
	21 and more	6	9.09
	Total	54	100.00

3. A tool of the Study:Based on previous studies as a ((Altayeb(2008), Rifai (2007), Ahmad (2010), Gratto (2001), and Alobidi, 2013))). The researcher developed a questionnaire list to identify the elements of the prevailing regulatory climate and its impact on the level of job satisfaction for employees in the social security corporation.

The questionnaire list consisted of three parts:

- 1) Part one: consist of personal functional information includes (sex, age, marital status, educational level, job experience).
- 2) Part two: measure the organizational climate according to the following elements?
 - 1- Organizational structure.
 - 2- Communication pattern.
 - 3- Participation.
 - 4- Motivation/incentives.
 - 5- Working conditions.
- 3) Part three: where is measured the satisfaction.

The questions are designed to detect these dimensions according to Likert Quintet, with answers ranging between strongly agree (5 degree), agree (4 degree), neutral (3 degree), I don't agree (2 degrees) and strongly disagree (1 degree).

4. Honesty and consistency tool:

After developing the questionnaire list, and depending on previous studies and the experience of the researcher, the questionnaire list was displayed on the three arbitrators in Jerash and Yarmouk University, to appreciate the sincerity of the paragraphs for dimensioning and had considered an honest paragraph. As had the consensus of the arbitrators, after modifying some paragraphs in the light of the opinions of arbitrators, distribution (10) identify them to ensure its clarity and sincerity of its paragraphs.

As regards the constancy test, it was through the statistical package.

SPSS-Version-10 Using the coefficient (Cronbach's Alpha) of internal consistency(Reliability statistics), so the result (88%) This is accepted. Table 2 shows the coefficient of internal consistency of all areas of study.

Table (2)internal consistency coefficient Cronbach Alpha for all elements of study

REF.	Area	Coefficient of uniformity factor
1.	Organizational structure	0.87
2.	Communication pattern	0.91
3.	Participation	0.90
4.	Incentives	0.83
5.	Working conditions	0.93
6.	Job satisfaction	0.85
	Internal consistency coefficient for all dimensions (Cronbach Alpha)	0.88

5- Scale of analysis:

Devoted to each paragraph a particular mark, so that you get 5 marks if he answered (strongly agree) and 4 marks if answered (agree) and 3 marks if answered (neutral) and 2 if answered (not agree) and one mark if answered (strongly disagree), and after gathering these signs and broken down on (5), our standard average results (3) so if the average answers above (3) be positive trends towards sample questions, and if less than (3) the attitudes towards the negative question.

6-Methods of collecting information:

This study relied on collecting information on:

- 1- Theoretical side: by referring to scientific journals, research publications, theses, books and periodicals to cover theoretical part of the study.
- 2- Field side: where the development of questionnaire (the main study tool) to collect first-hand information.

7. Statistical analytical methods:

- 1- Descriptive statistics: descriptive statistics were used as percentages and arithmetic averages and standard deviations.
- 2- The analytical statistics: where using regression analysis, variance analysis, and test (T) to test the hypotheses.

8- Limitations of the study:

The researcher has encountered a number of difficulties in carrying out this study consisted of the following:

1. Adoption of this study on the attitudes of respondents, and therefore relies on the veracity of employees answering the questionnaire list paragraphs, the main study tool.
2. limitation of the study on social security corporation branches were located in the North of the Kingdom, for lack of time and geographical determinants, so that there is difficulty in accessing all these branches at the level of the Hashemite Kingdom of Jordan.

Theoretical framework:

1. **the concept of organizational climate:** this term refers essentially to social psychology because he's looking for a relationship between the members of the Organization and the Organization, and this concept reflects the institutional organization result from the interaction of individuals with their environment, with that understanding, the organizational climate reflects internal characteristics and groups of values affect the administrative process, as well as a cognitive concepts carry by employees about organizational facts expressed through organization objectives, decision making, and the nature of communication between administrative levels and organizational structure, so some call it environment .

(Hammoud, 2002) identify organizational climate, that internal work environment and characteristics of different variables and their interactions. And defined by (abisat, 2004) as a reflection of the characteristics of the indoor environment in mind of its workers, forcing the individual to build a certain conception and has largely determined their organizational behavior.

From the definitions that illustrate this concept in an easy words (The organizational climate is a mixture of shared history, expectations, unwritten rules and norms that influence the behavior of each individual in the organization. in other words the organizational climate is a set of beliefs and values that constitute the underlying perceptions, behaviors and actions of each individual within the Organization).

While (Alamian, 2010) defined the organizational climate as "a social environment or the social system of a group working in one organization," and that means culture, values, customs, traditions, customs, behavioral patterns, different ways of working and social beliefs all affect humanitarian and economic events and activities within the organization.

The researcher defines the organizational climate as: a group of individual and organizational characteristics that reflect the State of the internal and external environment.

2. **Characteristics of organizational climate:**(abisat,2004) depict the organizational climate that have the following characteristics:

1. Cognitive sensory side: refers to the importance of clarifying and explaining various administrative aspects governing the work of the organization.
2. Organizational climate relative rather than absolute: because of interferences objective reality and subjective perception and reach the merge between the objective to produce a conscious reality.
3. The organizational climate is the expression of the characteristics of the indoor environment of physical and non-physical Foundation.
4. Clear organizational climate affects employees at the enterprise positively or negatively: being to be a mediator between job requirements and the needs of the individual, and not be job satisfaction because the latter is part of the organizational climate.

3. Organizational climate scale:

1. Organizational structure: Scientists did not agree on a single definition of the term "organizational structure". Mixed views and concepts that they provided in terms of comprehensiveness and depth. But they nevertheless

felt that the organizational structure is only a means, a tool for achieving the goals of the organization. The organizational structure define by

(Almadhonand Aljazrawi, 1995) that the distribution of individuals in various ways between administrative functions. This definition includes:-

1. The Division of labor and specialization
2. The Organization includes grading or sequence.

But (Robinns, 1998) define the organizational structure, management that describes the regular framework and complexity, vertical and horizontal division of labor, and the degree of adoption of the regulation on the rules and procedures necessary to guide the organizational behavior of individuals, and the degree of concentration of power to decide at senior management levels.(Alamian, 2010) define the organizational structure as a construction or shape that determines the internal structure of the organizational and relationships, and identifies lines of authority and to streamline functions, organizational structure defines a system of authority and accountability and the relationships between organizational units which determines the shape and nature of the work necessary for the organization.

2. Communication pattern: play an essential role within organizations in maintaining flow and work flow. Is the exchange of information and ideas between two or more persons with intent to cause certain acts, the basic components of this definition is: an Exchange, between two or more persons (Alamian, 2010).From the perspective of a manager of multiple responsibilities toward employees, shareholders, community, suppliers, customers, government departments, the basic objectives of communication: (makhamra, 2000).

1-query and investigation

2-news

3. The effect.

The manger must examine and obtain the necessary information (query), and to provide others with information and the development and expansion of understanding (News), and supports trends and Act (effect).

Communication may be formal or informal, oral or written, in terms of direction, the connection may be falling (from top to bottom) or upward (from bottom to top).Horizontal communication in the same administrative level, or county in different managerial levels.

Availability of communication requires many skills such as the ability to hear or expression, speech, reading, public speaking.

3. Participation: participatory management principle appeared recently and is an administrative entrance adopted to involve employees in decision making processes, is essential for the satisfaction of employees and the Organization's success.

Managers encourage employees to voice their opinions and perceptions of better working methods. The principle of participation depends on the provision of information among employees at all levels by providing functional periodically, so workers stand on the progress of work and the extent of their contribution to organizational goals.

To participate in the administrative decision would enhance self-censorship among workers and heighten their sense of responsibility towards the Organization (Taha, 2006).

For The participatory process to succeed, the Administration should not overlook some limitations on the participation of workers and provide time to participate, and the capacity and the willingness and the desire of managers and individuals to participate, and the participating subjects should be related to career and the future of the Organization (serafi, 2007).

4. Incentives: the Organization's methods play a key role in motivating individuals to perform specific behavior through primary and secondary personnel needs.

Don't expect the Administration to produce individual at the highest level and to be faithful and to take responsibility for the company only as long as they gave him a chance to work, the demands required of individuals as a group and individuals, and what works to fulfill the demands of individuals. The Organization must understand the needs of individuals as Abraham Maslow ranked and referred to basic needs: (need for water, air and food and sex), and secondary needs (The social and psychological needs (need to befriend and need appreciation and respect, the esteem needs) the need for growth and link (Agarwal, 1982).

I refer to the **theory of expectation**: developed by (Victor Vroom, 1964),where you see that an individual's motivation to do certain behavior is determined by an individual's belief that he has the ability to do so, and to do this behavior will lead to a particular result, and this result is of importance to the individual, to stimulate individual depends on his expectations.

Any individual will never behave expects to result will be low; stimulating the individual depends on the strength of desire, so that people learn from their experiences, based on:

- The needs of individuals exist, the management in organizations that make it possible to individuals through increased motivation of individuals towards satisfying their needs.
- The Department's core responsibility or role to helps individuals to achieve their goals and duties by directing their efforts towards the achievement of organizational goals.
- Incentive aims to: creating opportunities, potential release, offset and excluding barriers, promote growth, provide guidance and instructions.
- We must combine the incentives in such a way as to compete with humanitarian needs in relation to organizational goals (Alsahen, 1998).

5. Working conditions: working conditions (health care services, ventilation, lighting, furniture, and workplace) plays an important role in feeling comfortable and smooth work performance, and consider as an important factors for the job satisfaction.

Define working conditions: as the space where human life and activities, within literatures, There is an internal and external work environment, work environment consists of a set of variables or factors occur directly or indirectly impact on workers inside its perimeter and this effect may be either positive or negative in their performance, working conditions is one of the main means to achieve satisfaction of employees of the Organization, and thus to improve performance and raise their productivity.

Depending on what their minds according to workers which vary from one individual to another, active management is keen to recognize these factors or variables and their relationship with other variables of Point of view this contributes to reach the typical work environment through which to achieve satisfaction and improve performance.

Work environment factors or variables vary among them is due to the different environments studied by researchers in this area, studies and Research believes that every worker or environmental variable related effect job satisfaction.

Work environment means the environmental conditions surrounding the workplace lighting, ventilation Health care services, workplace, cleanliness, and arranging furniture in addition to technical assistance in the workplace (aghili et al, 2008).

Most studies indicate that poor physical conditions and poses uncomfortable working conditions lead to employees' dissatisfaction, while fit leads to a sense of psychological satisfaction and job satisfaction (Ashour, 1983).

Job satisfaction: Concept, dimensions, and criteria:

The concept: Job satisfaction is a situation where an individual is integrated with his job and achieve its functional and social objectives. Job satisfaction arises from multiple functional aspects such as salary and advancement opportunities, the Manager and coworkers, and availability of sharing information, as well as the surrounding environmental conditions. The concept of job satisfaction is the degree of positive or negative feelings of the individual towards different areas of work within his organization. It is a sign of positive tendencies of individuals towards their work, on the other hand: Psychological or emotional state associated with an individual's to reach his purpose and satisfy his needs, through the interaction of the individual himself and personal factors that occupied by the individual associated with the workplace and its environment.

The Dimensions:

(Al-Obaidi, 2013) depict that job satisfaction has three dimensions:

First: the emotional side: job satisfaction is considering the emotional response towards work, so that you can't see.

Second: job satisfaction is often determined by how the results exceeded expectations.

Third: job satisfaction is coming in many directions.

The Criteria: Job satisfaction criteria can be summarized as follows:

1. Satisfaction with the job itself: the job content of the functions and duties give the individual the opportunity to gain respect for others and self-esteem, therefore it's essentially a yardstick for job satisfaction. (alamian, 2010).

2. Satisfaction with physical working conditions: in this standard concerning satisfaction with working conditions and the environment within the organization that employs the individual, such as lighting, workplace, furniture, health care services, working and rest hours. (Al-Obaidi, 2013).
3. Satisfaction with job relations: the quality of the relationships formed by the individual within the Organization, whether associated with formal or informal organization, has significant impact on strengthening the individual's sense of satisfaction or not. (Bahar and Swereh, 2009).
4. Satisfaction with job codes: (such as wages, promotion, and bonuses) so that any individual link in any organization, he continued generally to satisfy necessities, from food, clothing and the like only are satisfied by physical means. (Gratto, 2001).
5. Satisfaction with the method of supervision and management: by following the democratic leadership, and make employees into his interest in decisions and share their opinions, leading to the development of support and loyalty among employees, unlike the bureaucratic method in leading the staff lead to feelings of resentment toward managers. (Gratoo, 2001).

Many studies have confirmed on the relationship between organizational climate and job satisfaction, in this area (Alsabagh, 1980) has pointed to a relation between the prevailing regulatory climate and job satisfaction, because the climate as a variable, leading to a feeling of contentment. And (Shihab, 1992) assured on the strong relationship between organizational climate and job satisfaction, that is, the degree of positive organizational climate increasing the satisfaction, and vice versa. (Robbins, 1998) has pointed to the most important factors that stimulate creativity in organizations, derive from the features of the climate and environment of the organization. Either (Cohen, 1999) has pointed to the need for bureaucratic organizations to some factors that promote creativity as participation in making decisions, and working groups, and enable workers of new ideas.

Overall job satisfaction depends on personal and subjective, individual properties and also considered the outcome of the interaction of four factors: people, leadership, teamwork, and organizational climate (Scot & Reoinaid, 1994). Unhealthy organizational climate kills job satisfaction.

For the purposes of this study, the researcher informed on many studies in this area were adopted in the study for analyzing organizational climate prevailing in the social security corporation, by choosing a set of elements, the elements that were used to analyze the organizational climate in many studies like (Alzoubi, 2005), (Abu-swereh, 2009), and (Alqatawneh, 2000) as they are more commonly used, and contains the cognitive and organizational dimensions, And these elements that have been studied are: (organizational structure, share information, communication pattern, incentives/motivation, and working conditions).

Previous studies:

The researcher has done a survey of the most important and the most recent studies related:

1. **(Obeidi, 2013):** the role of ergonomics in promoting job satisfaction "An empirical study in Baghdad factory for gases. The purpose of this study was to identify the degree of job satisfaction among workers in Baghdad factory for gases, and what factors affect it negatively or positively on that complacent. she used descriptive analytical, designed the questionnaire list for data collection included (59) question, distributed in the style of leadership style, supervisory side, nature job content, organizational culture, physical working conditions, and job satisfaction. The researcher used some prefabricated standards adopted in previous studies and research. The results show that there is a fairly functional satisfaction among workers at the factory, where the leadership style and supervise ranked first in degrees of satisfaction, followed by the nature and content of the job, were the Organization's culture came in the third place, and finally came the physical working conditions.

2. **(AbuTayeh and others, 2012):** The relationship between the organizational climate and job satisfaction in some Jordanian business organizations. The purpose of the study was to analyze the relationship between organizational climate, and job satisfaction, and learn the relationship between job satisfaction and demographic factors in a group of organizations business. The results of the study show that there is: A significant statistical positive relationship between Organizational climate and job satisfaction.

3. **(khowin, 2012):** The relationship of organizational climate on job satisfaction: an exploratory study in the Ministry of labor and Social Affairs-Baghdad. The study aimed to test the relationship of organizational climate with job satisfaction, the researcher used a random sample consists of (50) members of staff at the Ministry of labor and social affairs, and used a questionnaire list as a tool to measure the dimensions on away of knowing the level of Organizational climate and job satisfaction, and to know the mutual relationships link between the Variables of the study to answer questions relating to the problem of the study, and to access to the goals. The study provides a set of conclusions, the most important ones: "The positive climate is the Crucial and have a direct factor and leading to feeling of satisfaction".

4. (Ahmad, 2010): Organizational climate and job satisfaction: applied study on the sector of pharmacy. The purpose of the study was to find out the degree of satisfaction of directors working in the pharmacy sector in Pakistan, study has included (246) respondent working as Director in the Administration of Central working in (66) Organization of local and international in the manufacture of pharmaceuticals in Pakistan. The main outcomes of the study that most managers were satisfied about the climate which expressed through: internal Communication, organizational structure and policies, and opportunities to advance job.

5. (Bahar and Swereh, 2009) the impact of Organizational climate on job performance: workers managers in the Islamic University of Gaza.

The aim of this study is to identify the impact of organizational climate on job performance, the study data were collected using a questionnaire list included of (80) question, distributed randomly on (215) respondent. The results showed that the majority were oriented towards approving the availability of positive regulatory climate, and there was a strong positive significant statistically relationship at level (0.05), between the availability of a good climate and the performance level of employees at the Islamic University of Gaza.

6. (Gratto, 2001): "the relationship between organizational climate and job satisfaction for the support and maintenance organizations." the purpose of this study is to explore the relationship between organizational climate and dimensions of job satisfaction for managers managing institutions working in the maintenance and operation of equipment and machinery in the United States, as the study also aimed to determine whether there are differences substantial significance on job satisfaction due to variables (sex, race, classification of the institution in terms of size and type, and years of service in the Organization). Questionnaires list were distributed to a sample of (602), 214 were retrieved. The study concluded that (personal concerns, internal communication, organizational structure, evaluation) the most important elements of the organizational climate, that has to do with the level of job satisfaction. The study also concluded, the managers should focus on enhancing the work environment and increase job satisfaction among employees.

Through the review of previous studies, notes that most of them had focused on assessing the organizational climate, and the climate impact on job satisfaction and performance, from the researcher knowledge, only little of those studies especially in Jordan, with the theme of the impact of organizational climate on job satisfaction, as (Abu Tayeh and others, 2012) and (Rifai, 2007). Most other studies focused on the subject of organizational climate in general, or that they had job satisfaction without any attempt to link these concepts clearly. So this study comes to complement the efforts of researchers in this area, and to fill some deficiencies in this field of study.

Description the variables of the study:

Table 3 shows the arithmetic (mathematical means) average and standard deviation of the availability of organizational climate /organizational structure in the Social Security Corporation, arranged in descending orders. According to arithmetic means, showing that higher arithmetic was first paragraph: "organizational structure distribute the works and responsibilities among individuals", by mean of (4.25), followed by the second paragraph: "designing organizational structure to assemble individuals in sections and categories in circles and then in a larger units", by mean of (4.02). While the lowest average arithmetic of the sixth paragraph: "designing organizational structure to ensure that provide the means to internal communication and participation in decision making", and in arithmetic mean (3.61). Either the total arithmetic average for all paragraphs were at (3.86), while the standard deviations ranged (1.28)-(0.79) and was relatively high, and indicate a low degree of compatibility and harmony among respondents answers about this dimension, either total standard deviation (0.65).

Table (3) arithmetic (mathematical means) averages and standard deviation: The availability of organizational climate element (organizational structure) in the social security corporation in descending orders (n =54)

Paragraph	The arithmetic (mean)	Standard deviation
organizational structure distribute the works and responsibilities among individuals	4.25	1.01
designing organizational structure to assemble individuals in sections and categories in circles and then in a larger units	4.02	0.79
organizational structure provides with the rules and the means to assess the performance of workers	3.82	1.28
Organizational structure Achieve organizational authority, designing procedures for monitoring compliance	3.73	1.09
Organizational structure determines how many levels of management and supervision	3.73	1.13
designing organizational structure to ensure that provide the means to internal communication and participation in decision making	3.61	1.28
Total average	3.86	0.65

While table (4) showing the arithmetic (mathematical means) averages and standard deviation of the availability of organizational climate /communication pattern in Social Security Corporation in descending orders. According to the arithmetic means, showing that higher arithmetic was first paragraph: "communication provides contact information for management at various administrative level", with arithmetic mean (4.36), followed by the second paragraph, "Communication make The contact information available to managers so they can manage the various resources effectively", by arithmetic mean (4.07), while the lowest average the paragraph: "Communication Provides management with standards that help in future planning", of arithmetic mean (3.73). The arithmetic average of all paragraphs were (3.98). This shows that the organization allows the information flow and availability for all levels of management, and also for external parties related to the activities of the organization. Either standard deviations ranged (1.19) (0.65) and was relatively high, and indicate a low degree of compatibility and harmony among respondents answers about this dimension; either the total standard deviation was (0.52).

Table (4) the arithmetic (mathematical means) average and standard deviation of the availability of organizational climate element (communication pattern) in the social security corporation in descending orders (n =54)

Paragraph	The arithmetic (mean)	Standard deviation
Communication Provides contact information for management at various administrative levels	4.36	0.65
Communication makes The contact information available to managers so they can manage the various resources effectively.	4.07	1.04
Communication Helps connect the Organization in achieving its objectives and increase the efficiency of their activities.	3.93	1.11
Communication reflects Sincere sense of connection in the Organization at all administrative levels	3.91	1.10
Communication provides The contact information for external parties	3.91	1.07
Communication Provides management with standards that help in future planning	3.73	1.19
Total average	3.98	0.52

As shown in table (5) arithmetic (mathematical means) averages and standard deviation of the availability of organizational climate /incentives in the Social Security Corporation in descending orders. According to the arithmetic means, showing that higher arithmetic mean was the paragraph: "Incentives accompanied with high degree of ambition, innovation, and creativity in solving organizational problems", with arithmetic mean (4.07), followed by the second paragraph: "incentives consider that achieving the goals is a function and the role of rewards associated with achievement", with arithmetic mean (4.02). While the lowest average the paragraph: "the incentives increase physical and mental effort normally in the workplace" and the paragraph: "An individual's sense of responsibility and learn, accepted under natural conditions", with arithmetic mean (3.73) respectively. This indicates that the incentives are accompanied by a high degree of satisfaction and achieve goals through rewards associated with achievement and using sound control. The arithmetic average for all paragraphs were (3.89), the standard deviations ranging (1.17)-(0.95) is fairly high, indicating of a low degree of compatibility and harmony among respondents answers about this dimension, either the total standard deviation was (0.48).

Table (5) arithmetic (mathematical means) averages and standard deviations of the availability of organizational climate element (incentives) in the social security corporation in descending orders (n =54)

Paragraph	The arithmetic	Standard deviation
Incentives accompanied with high degree of ambition, innovation, and creativity in solving organizational problems.	4.07	0.97
Incentives consider that achieving the goals is a function and the role of rewards associated with achievement.	4.02	0.95
The organization uses modern control to increase incentives among employees and to increase their sense of responsibility for their performance.	3.98	1.09
Incentives considered warning with punishment, is not an effective means to stimulate organizational objectives	3.80	1.17
The incentives increase physical and mental effort normally in the workplace	3.73	1.15
An individual's sense of responsibility and learn, accepted under natural conditions	3.73	1.00
Total average	3.89	0.48

As shown in table (6) arithmetic (mathematical means) averages and standard deviation of the availability of organizational climate /working conditions in the social security corporation, in descending orders. According to the arithmetic means, showing that higher arithmetic mean was the first paragraph: "I feel good for the availability transportation to employees", with arithmetic mean (4.16), followed by the

paragraph: "I feel good to provide quality health services", with arithmetic mean (4.11). While the lowest average was the paragraph: "I feel good to work near the site of my residential place", with arithmetic (3.11). This in general indicates that appropriate working conditions accompanied by a high degree of job satisfaction. The arithmetic average for all paragraphs were (3.81), and the standard deviations ranging (1.28)-(0.92) and are relatively high to indicate a low degree of compatibility and harmony among respondents answers about this dimension, either the total standard deviation was (0.60).

Table (6) arithmetic (mathematical means) averages and standard deviations of the availability of organizational climate element (working conditions) in The social security corporation in descending orders (n =54)

Paragraph	The arithmetic	Standard deviation
I feel good for the availability transportation to employees	4.16	0.99
I feel good to provide quality health services	4.11	0.92
I feel good for the institution to provide places for prayer.	4.07	0.95
I feel good for having good ventilation in the workplace	3.93	1.11
I feel good for the institution to provide general safety requirements	3.91	0.98
I feel good for having a special place for rest at work.	3.70	1.19
I feel the presence of the Office equipment help in performing the job	3.50	1.12
I feel good to work near the site of my residential place	3.11	1.28
Total average	3.81	0.60

As shown in table (7) arithmetic (mathematical means) averages and standard deviation the availability of organizational climate/participation in the social security corporation in descending orders. According to the arithmetic means, showing that higher arithmetic mean was the first paragraph: "Workers involved in making decisions regarding the job", with arithmetic mean (4.20), followed by the second paragraph: "staff has the ability to make important decisions", with arithmetic mean (4.02), while the lowest arithmetic mean, the paragraph: "Engages employees in the development of performance standards", with arithmetic mean (3.55). This shows that participation is accompanied by a high degree of cooperation and feels good. The arithmetic average for all paragraph were (3.86), and the standard deviations ranging (1.18)-(0.91) and are relatively high, to indicate a low degree of compatibility and harmony among respondents answers about this dimension; either the total standard deviation was (0.55).

Table (7) arithmetic (mathematical means) averages and standard deviations of the availability of organizational climate element (participation) in the social security corporation in descending orders (n =54)

Paragraph	The arithmetic	Standard deviation
Workers involved in making decisions regarding the job	4.20	0.91
Staff has the ability to make important decisions	4.02	0.95
Engages employees in setting work objectives	3.90	1.02
Labor problems are resolved collectively.	3.81	1.15
Staff is cooperating in solving the problems of work	3.70	1.21
Engages employees in the development of performance standards	3.55	1.18
Total average	3.86	0.55

Test of hypotheses:

The Researcher used regression analysis to test hypotheses (1-5) of the study.

1- The first hypothesis:

There is no a statistically significant impact of organizational structure on the level of job satisfaction for employees in the social security corporation).

To test this hypothesis, by used simple regression analysis as described in the following table (8):

Tables (8) depict the results of simple linear regression analysis to examine the impact of organizational structure on the level of job satisfaction for employees in the social security corporation. The relationship between the two variables was (0.263), which reflect the lack of statistical significant influence, because the value of the significant level indicate to (0.078), and conjugate to the value F (3.11) which was greater than 0.05, which means no statistical significant influence of organizational structure on the level of job satisfaction for employees in the social security corporation. This element interprets (7.4%) of the change or difference that may occur in the dependent variable (job satisfaction), while this element influence in the dependent variable value by 15%.

As it turns out, the value $T_{calculated}$ (1.77) at the level of significant (0.078), which have no effect among variables.

With this result this hypothesis of the study is accepted, that indicate lack of this influence. (There is no a statistically significant impact of organizational structure on the level of job satisfaction for employees in the social security corporation).

Table (8) results of simple linear regression analysis, to examine the impact of organizational structure on the level of job satisfaction for employees in the social security corporation.

R	R ²	F	Sig f	□	T	Sig t	As a result the hypothesis
0.263	0.074	3.11	0.078	0.15	1.77	0.078	Acceptance

* Statistically significant level (0.05) or less.

2- The second hypothesis:

H_{02} : There is no statistical significance impact of the communication pattern on the level of job satisfaction for employees in the social security corporation.

To test this hypothesis by used simple regression analysis is described in the following table (9):

Table (9) depict the results of simple linear regression analysis to examine the impact of the prevailing communication pattern on job satisfaction for employees in the social security corporation, The relationship between the two variables was (0.465), which reflect a statistical significant influence, because the value of the significant level indicate to (0.003), and conjugate to the value $F(10.34)$ which was less than 0.05, which means having a statistically significant influence of communication pattern on the level of job satisfaction for the employees in the social security corporation. This element interpret (20.3%) of the change or difference that may occur in the dependent variable (job satisfaction), while this element influence in the value of dependent variable by 32.6%.

As it turns out, the value $T_{calculated}$ (2.45) at the level of significant (0.003) having an influence among variables.

With this result this hypothesis of the study is rejected, that indicates existence of this influence. That is: (There is a statistical significant impact of the communication pattern on the level of job satisfaction for employees in the social security corporation).

Table (9) results of simple linear regression analysis to examine the impact of communication pattern to the level of job satisfaction for workers in the public institution for social security.

R	R ²	F	Sig f	□	T	Sig t	As a result the hypothesis
0.465	0.203	10.34	0.003	0.326	2.45	0.003	Reject

* Statistically significant level (0.05) or less.

3- The third hypothesis:

H_{03} : There is no statistical significant impact of the participation on the level of job satisfaction for employees in the social security corporation.

To test this hypothesis by used simple regression analysis is described in the following table (10):

Tables (10) depict the results of simple linear regression analysis, to examine the impact of participation on the job satisfaction of employees in the social security corporation. The relationship between the two variables was (0.320) where reflect a statistical significant influence, because the value of the significant level indicate to (0.022), and conjugate to the value $F(7.75)$ which was less than 0.05, which means having a statistical significant influence of participation at the level of job satisfaction for employees in the social security corporation, as this element explains (12.1 %) Of the change or difference that may occur in the dependent variable (job satisfaction) while this element influence in the value of the dependent variable by 23.9%.

As it turns out the value $T_{calculated}$ (2.40) at the level of significant (0.022) having an influence among variables.

With this result this hypothesis of the study is rejected, that indicates existence of this influence. That is: (There's a statistical significant impact of participate at the level of job satisfaction for employees in the social security corporation).

Table (10) the results of simple linear regression analysis to examine the impact of participation at the level of job satisfaction for workers in the public institution for social security.

R	R ²	F	Sig f	□	T	Sig t	As a result the hypothesis
0.320	0.121	7.75	0.022	0.239	2.40	0.022	Reject

* Statistically significant level (0.05) or less.

4. The fourth hypothesis:

H₀₄: There is no statistical significance impact of the incentives on the level of job satisfaction for employees in the social security corporation.

To test this hypothesis by used simple regression analysis is described in the following table (11):

Tables (11) depict the results of simple linear regression analysis, to discuss the influence of incentives on the level of job satisfaction for employees in the social security corporation. The relationship between the two variables was (0.550), where reflect a statistical significant influence, because the value of the significant level indicate to (0.000), and the conjugate of value F (19.10) was less than 0.05, which means having a statistical significant influence of incentives at the level of job satisfaction for employees in the social security corporation, as this element explains (34.5 %) Of the change or difference that may occur in the dependent variable (job satisfaction), While this element influence in the value of the dependent variable by 41.2%.

As it turns out, the value T calculated (4.39) and level of significant (0.000) having an influence among variables. With this result this hypothesis of the study is rejected, that indicate the existence of this influence. That is: (There is a statistical significant impact of the incentives on the level of job satisfaction for employees in the social security corporation).

Table (11) results of simple linear regression analysis to discuss the impact of incentives on the level of job satisfaction for employees in the social security corporation.

R	R ²	F	Sig f	□	T	Sig t	As a result the hypothesis
0.550	0.345	19.10	0.000	0.412	4.39	0.000	Reject

* Statistically significant level (0.05) or less.

5. The fifth hypothesis:

H₀₅: There is no statistical significant impact of the working conditions (lighting, workplace, ventilation, furniture, health care services) on the level of job satisfaction for employees in Social Security Corporation. .

To test this hypothesis by used simple regression analysis is described in the following table (12):

Table (12) depict the results of simple linear regression analysis to examine the impact of working conditions on the level of job satisfaction for employees in the social security corporation, The relationship between the two variables was (0.443), where reflect a statistical significant influence, because the value of the significant level indicate to (0.000), and the conjugate of value F (17.16) was less than 0.05, which means there was a statistical significant influence of working conditions on the level of job satisfaction for employees in the social security corporation, also this element explains (21.1 %) Of the change or difference that may occur in the dependent variable (job satisfaction), While this element influence in the value of the dependent variable by 39%.

As it turns out, the value T calculated (3.75) and the level of significant (0.000) having an influence among variables.

With this result, this hypothesis of the study is rejected, that indicate the existence of this relationship. That is: (There is a statistical significant impact of the working conditions (lighting, workplace, ventilation, furniture, health care services) on the level of job satisfaction for employees in Social Security Corporation).

Table (12) results of simple linear regression analysis to examine the impact of working conditions on the level of job satisfaction for employees in the social security corporation.

R	R ²	F	Sig f	□	T	Sig t	As a result the hypothesis
0.443	0.211	17.16	0.000	0.390	3.75	0.000	Reject

* Statistically significant level (0.05) or less.

6- The sixth Hypothesis:

H₆: There are no statistically significant differences in the level of satisfaction of employees due to personal and functional variables (Sex, age, marital status, educational level, job experience).

To test this hypothesis by used the results of variance analysis, as describe in the next table 13:

Table (13) results of variance analysis to test the relationship between personality, functional characteristics, and the level of job satisfaction. For employees in the social security corporation

The variable	Sum of squares	Medium boxes	Degrees of freedom	Value of F	Level indication
Sex	0.613	0.613	1.	1.661	0.142
Age	2.205	0.870	2.	2.252	0.046*
Educational level	2.900	1.317	3.	3.400	0.005*
Employment experience	7.16	0.211	2.	0.670	0.501
Marital status	4.223	1.590	2.	6.332	0.000*
Total	117.201	0.432	54		

- Statistically significant level (0.05) or less.

Table (13) depict that there was no statistically significant differences between gender and job satisfaction, which means accept the hypothesis regarding this aspect (sex). This result means that job satisfactions among employees are not influence by gender. The reason for this may be due to that job satisfaction is not limited to class males or vice versa, it is accessible to both male and female.

The table also shows that there was no statistically significant difference between the employment experience and level of job satisfaction among employees, which means accept the hypothesis regarding this aspect (employment experience). Which means that the job satisfaction among employees are not influence by the length or functional experience years, perhaps the reason for this is that the length of experience doesn't contribute to add new level of job satisfaction, It's just a frequent routine includes a set of similar tasks and duties that do not contribute in one way or another to increase the level of job satisfaction.

As the table shows that there are statistically significant differences between the age and the level of job satisfaction among employees with a value ($F = 2.252$), level indication ($\square = 0.046$), meaning reject the hypothesis regarding the (age) aspect.

As the table shows also that there was statistically significant differences between the educational level and the level of job satisfaction among employees, with a value ($F = 3.400$) and level indication ($\square = 0.005$), this means reject the hypothesis regarding this aspect, which means that the job satisfaction among employees affected by the levels of education.

It has also been found that there was statistically significant differences between marital status and level of job satisfaction among employees, with a value of ($F = 6.332$), And level indication ($\square = 0.000$), which means reject the hypothesis regarding this aspect, which means that job satisfaction among employees is influenced by marital status, possibly due to the fact that the vast majority of the study sample are married (68.18 percent).

II. RESEARCH CONCLUSION

The study found the following results:

- 1- The study showed that the level of job satisfaction for employees in the social security corporation to the prevailing climate was positive and high, with the arithmetic mean of the sample member's answers (3.88), at standard deviation (0.56), and this above average neutral (3). The communication pattern has ranked first in terms of average rating by mean (3.98) and standard deviation (0.52). Followed by incentives, which came in the second rank by mean (3.89), at standard deviation (0.48), Followed by the organizational structure which came in last rank, with an arithmetic mean (3.86) at standard deviation (0.65). These results are consistent with a study of (Abu-tayeh and others, 2012), and study of (khowin, 2012), and study of (Gratoo, 2001), and study of (Obeidi, 2013).
- 2- The study showed that there was no statistically significant influence, with the level indication ($\square = 0.05$ and less), to the organizational structure on the level of job satisfaction of employees, which means that the current organizational structure does not affect job satisfaction among employees in the social security corporation.
- 3- The study revealed Jude effect statistically significant level ($\square = 0.05$ and less) of communication pattern, incentives, and participation and working conditions at the level of job satisfaction for employees in the social security corporation.
- 4- The study revealed no significant statistically significant differences at level indication ($\square = 0.05$ or less) between sex, employment experience and job satisfaction, which means that job satisfaction is not affected by sex, it is not limited to females without males or vice versa, and job satisfaction is not affected by the length or short years working experience.
- 5- The study showed statistically significant differences at the level indication ($\square = 0.05$ or less) between (age, educational level, marital status) and job satisfaction, which shows clearly that job satisfaction for employees were affected by age and levels of scientific and marital status.

III. RECOMMENDATIONS:

Based on the findings of this study, the researcher recommends the following:

- 1- Emphasize the importance of organizational climate prevailing and continuously dimensions review to enhance the positive aspects and addressing the negative aspects, as the regulatory climate is considered a prerequisite in achieving job satisfaction.
- 2- Make further studies on organizational climate to include broader dimensions of study dimension style as a management philosophy and style, social relations, encouraging teamwork style, style of decentralization, training, leadership style, technology used, since that would take note of the most important factors that provide the appropriate regulatory climate, and provides a base through which job satisfaction.
- 3- The study recommends that senior management should remove all obstacles that reduce job satisfaction.
- 4- Continuous development of organizational structures and designing new structures to be flexible, so, to enhance their ability to cope with emergency situations and developments and external conditions.

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