

THE ROLE OF ORGANISATIONAL CLIMATE IN ACHIEVING JOB STABILITY AMONG CIVIL PROTECTION PERSONNEL -A FIELD STUDY IN BOUQA'A BRANCH, SETIF PROVINCE-

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Abstract:

This study aimed to investigate the role of organisational climate in achieving job stability among civil protection personnel in the Bouqa'a branch, Setif province. The descriptive method was used to achieve the research objectives as it was the most appropriate for the nature of the study. We conducted a comprehensive survey of the study population, estimated at 40 personnel, and distributed questionnaires to them. Data analysis was carried out using the SPSS statistical programme. The study concluded that there was a strong positive correlation between organisational climate and job stability in the research sample. In addition, there were no statistically significant differences in the level of job stability attributed to personal and demographic variables (gender, age, marital status and length of service).

Keywords: Organisational climate, job stability, civil protection personnel.

Introduction and Problem Statement:

Organisations today are eager to adapt to the rapid and complex changes and developments taking place in the world. To achieve this, they must rely on their human resources as the most important elements in achieving their goals. However, employees cannot contribute constructively, efficiently and effectively without a conducive and motivating environment for their skills and abilities, especially with regard to the internal environment of the organisation in which they work, known as the organisational climate. Organisational climate refers to a set of characteristics that distinguish one organisation from others, such as organisational structure, incentive systems, communication, decision making, training, leadership and others. The more open and positive this climate is, the more optimal the investment in employees will be, making them more inclined and willing to engage in positive behaviours. As a result, the organisation's ability to achieve sustainability, continuity and employee stability increases. This stability is referred to as job stability, which refers to the

individual's continued sense of protection and security in their job, preventing them from moving elsewhere. This is achieved by providing a suitable and appropriate climate within the organisation. Stability thus reflects the degree of attachment individuals have to the organisation they work for and their focus on achieving its goals. Therefore, if our research revolves around the role of organisational climate in achieving job stability, it is because we recognise the importance of focusing on this relationship and its role in achieving organisational success. On this basis, we ask the following question: Is there a statistically significant relationship between organisational climate and job stability among civil protection personnel in the Bouqa'a branch of Setif province?

And these are the sub-questions:

- Is there a statistically significant relationship between organisational structure and job stability among civil protection personnel in the Bouqa'a branch of Setif province?
- Is there a statistically significant relationship between leadership and job stability among civil protection personnel in the Bouqa'a branch of Setif province?
- Is there a statistically significant relationship between incentives and job stability among civil protection personnel in the Bouqa'a branch of Setif province?
- Is there a statistically significant relationship between decision making and job stability among civil protection personnel in the Bouqa'a branch of Setif province?
- Is there a statistically significant relationship between organisational communication and job stability among civil protection personnel in the Bouqa'a branch of Setif province?
- Is there a statistically significant relationship between training and job stability among civil protection personnel in the Bouqa'a branch of Setif province?
- Are there statistically significant differences in the level of job stability among civil protection personnel due to demographic and personal variables such as gender, age, marital status and length of service?

Hypotheses of the study:

The study is based on the following general hypothesis:

- There is a statistically significant relationship between organisational climate and job stability among civil protection personnel in Bouqa'a branch, Setif governorate.

The secondary hypotheses include the following:

- There is a statistically significant relationship between organisational structure, leadership, incentives, decision making, organisational communication, training and job stability among civil protection personnel in the Bouqa'a branch of Setif province.

- There are statistically significant differences in the level of job stability among civil protection personnel due to their demographic and personal variables such as gender, age, marital status, and job tenure.

Significance of the study:

The significance of the study stems from the importance of the variables studied. It is important to study the organisational climate of organisations in order to understand the prevailing atmosphere and its impact on employees. The better the climate, the more positive the impact on the organisation. Job stability is also a critical factor in the success of an organisation, as it promotes loyalty, reduces turnover and promotes effective goal achievement.

Objectives of the study:

The objectives of the study are as follows:

- To determine the relationship between organisational climate and job stability among civil protection personnel in Bouqa'a branch, Setif province.
- To investigate the relationship between organisational structure, leadership, incentives, decision making, organisational communication, training and job stability among civil protection personnel in Bouqa'a branch of Setif province.
- To determine whether there are statistically significant differences in the level of job stability among civil protection personnel attributed to their demographic and personal variables such as gender, age, marital status and job tenure.

Procedural concepts of the study:

-Organisational climate: In our study, we refer to the collective characteristics that characterize the Bouqa'a branch of the Civil Defence in the province of Setif, as perceived by the employees. These characteristics include organizational structure, leadership, incentives, decision making, organizational communication, and training.

-Job stability: In our study, we refer to the perspective of the civil protection personnel in the Bouqa'a branch of Setif province in terms of satisfaction, commitment, growth and professional development.

-Civil protection personnel: Refers to all employees working in the Bouqa'a branch of the civil protection in the province of Setif.

Literature Review:

First: Organisational climate

1-Definition of organisational climate: There are several definitions for this term, including the following:

Al-Kubaisi defined organizational climate as "the sum of all internal environmental factors, as interpreted and analysed by the individuals working in it, which affect

their behaviour, morale, performance and affiliation to the organisation they work for" (Al-Kubaisi, Amer Bin Khudair, 1998, p. 23).

2-The importance of studying organisational climate

lies in its ability to achieve the following objectives:

- To assist management and researchers in describing and understanding the characteristics of the organisation.
- To facilitate the evaluation of the organisation by examining the dimensions of organisational climate and identifying strengths and weaknesses in comparison with other organisations.
- To contribute to the understanding of how members of the organisation can be motivated to achieve its goals efficiently by means that ensure a level of integration between the organisation's goals and the aspirations of its employees, thereby achieving a satisfactory level of job satisfaction.
- To assist the organisation in diagnosing conflict factors and facilitating their control.
- Enhancing the organisation's ability to overcome the problems it faces by providing information about its operations (Najm, Abdullah Al-Azzawi, Abbas Hussein Jawad, 2010, pp. 411-412).

Second: Job stability

1-Definition of job stability: Definitions of job stability vary among scholars and researchers based on their perspectives and orientations. The following are some examples:

- Al-Mousawi defines job stability as "the retention of highly productive employees in the organisation for a long period of time, as the search for new employees entails additional costs in terms of time and effort" (Al-Mousawi, 2004, p. 55) (Jkhywa Taher, Ben Zaid Belkacem, 2022, p. 7).
- Muhammad Ali Muhammad defines job stability as "the employee's consistency in his work and not transferring to another organisation, especially if this organisation provides future professional prospects for the employee based on tangible material factors and other combined social and psychological factors to achieve integration and stability" (Azawi Hamza, 2018-2019, p. 25).

2-Manifestations of job stability: The main manifestations of job stability in general can be observed as follows:

- Low level of complaints: The lower the rate of complaints, the higher the level of employee stability in the organisation.
- Psychological comfort and harmony with colleagues: Continuity of pay, job security and assurance of future career prospects contribute to employees' psychological

comfort.

- Reduced accidents at work: Lack of concentration due to fatigue, anxiety and despair increases the likelihood of industrial accidents. In order to prevent such potential accidents, it is necessary to consider all these aspects.
- Commitment to work: Low absenteeism and adherence to work schedules indicate stability within the organisation.
- Sense of safety: According to Maslow's Hierarchy of Needs, a sense of security is achieved after physiological needs have been met.
- Avoidance of unexpected risks: The more employees feel protected in their work and have a sense of avoiding work accidents or occupational diseases, the more they will invest their efforts for the success of the organisation because their professional future is linked to the future of the organisation (Hijaj Al-Madani, 2018, p. 50).

Scope of the study:

1-Boundaries of the study:

The study boundaries are as follows:

- **Geographical boundaries:** The study was conducted in the Bouqa'a branch of the Civil Protection Institution in the province of Setif.
- **Temporal boundaries:** The study period was from 4 July 2016 to 26 July 2021.
- **Human limits:** The study included all employees of the Bouqa'a branch of the Civil Protection in the province of Setif.

2-Study methodology: Given the nature of the study and its objectives, a descriptive methodology was adopted. This methodology goes beyond data collection to describe the phenomenon and aims to reveal the relationship between its different dimensions, interpret it and try to draw conclusions that contribute to the improvement and development of the current situation.

3-Study population and sample: The study population consisted of the Civil Protection employees in the Bouqa'a branch in the province of Setif, estimated at 40 employees. Questionnaires were distributed to all members of the population and 37 valid questionnaires were collected for analysis.

4-Research instrument: The data collection instrument used was a questionnaire that included three main sections as follows:

- First section:** It contained demographic and personal data of the participants such as age, gender, marital status and length of service.
- Second section:** It related to the dimensions of the first variable, i.e. organisational climate, and included 29 items. (The response options were: agree, neutral, disagree).

-Third section: It related to the dimensions of the second variable, which is job stability, and included 22 items. (The response options were: always, sometimes, never).

5-Psychometric properties of the research instrument:

First: Validity

We assessed the content validity to ensure that the research instrument is valid and measures what it is supposed to measure. The questionnaire was presented to a group of experts in the field, professors specialising in psychology, work and organisation. The number of experts was 5. The Lawshe equation was used to calculate the validity. The validity coefficient for the organisational climate dimension was 0.60, while for the job stability dimension it was 1. Therefore, the instrument shows validity.

To further confirm that the research instrument measures the intended characteristic, we calculated the self-validity by extracting the square root of stability. The following values were obtained: for the organisational climate dimension (0.90) and for the job stability dimension (0.86). The questionnaire therefore has validity.

Second: Reliability

In order to ensure that the research instrument produces consistent results when repeatedly applied to the same sample, we calculated the Cronbach's alpha coefficient of stability. The following results were obtained: stability coefficient for the organisational climate dimension (0.82) and stability coefficient for the job stability dimension (0.74). This indicates a high reliability of the questionnaire.

6- Statistical methods:

Data were transcribed and analysed using SPSS statistical analysis software. In addition, the Lawshe equation was used to calculate content validity and the square root of stability was used to calculate self-validity.

7-Presentation and interpretation of results in the light of the study hypotheses:

Presentation and interpretation of overall hypothesis results: There is a statistically significant relationship between organisational climate and job stability among civil protection employees in the Bouqa'a branch, Setif governorate.

Table 1 illustrates the relationship between organisational climate and job stability among civil protection employees in the Bouqa'a branch in Setif province.

	Job Stability	
Organizational Climate	Coefficient of correlation value	0.724
	p-value significance level:	0.00
	Error level (α):	0.05
	Sample size	37

The above table shows that the Pearson correlation coefficient between organisational climate and job stability is calculated to be 0.724, indicating a strong correlation. Furthermore, the statistical significance value is 0.00, which is less than the significance level of 0.05. Therefore, there is a statistically significant relationship between organisational climate and job stability among civil protection employees in Bouqa'a branch in Setif governorate.

This result can be interpreted as follows Organisational climate plays a significant role in achieving job stability for employees. If an organization strives to create a positive organizational climate that is characterized by a clear and flexible organizational structure, a democratic leadership style, fair and incentivizing reward systems, open communication channels across different organizational levels, continuous training programs, providing opportunities for employees to participate in decision making, and creating a comfortable, secure, and valued work environment, employees are more likely to remain in the organization and serve its goals with high morale.

Presentation and interpretation of the results for the first sub-hypothesis: There is a statistically significant relationship between organisational structure and job stability among civil protection employees in Bouqa'a branch, Setif governorate.

Table 2 shows the relationship between organisational structure and job stability among civil protection employees in the Bouqa'a branch in Setif governorate.

	Job Stability	
Organizational Structure	Coefficient of correlation value	0.40
	p-value significance level:	0.01
	Error level (α):	0.05
	Sample size	37

The results from the above table show that the Pearson correlation coefficient between organisational structure and functional stability is estimated at 0.40,

indicating a moderate correlation. Furthermore, it is statistically significant with a significance value of 0.01, which is lower than the significance level of 0.05. Therefore, there is a statistically significant relationship between the organisational structure and the functional stability among the employees of the civil protection department in Bouguagua, Setif province.

This result can be interpreted as follows: the clearer the authority and responsibilities within the organisational structure, the higher the flexibility and level of cooperation, and the better the alignment of employees' specialisations with their functions. This has a positive effect on the behaviour of employees, making them feel that their work within the organisation is appropriate, thereby increasing their ability to achieve goals, maintain their position and reduce turnover.

Presentation and interpretation of the results of the second sub-hypothesis: There is a statistically significant relationship between leadership and functional stability among the employees of the Bouguagua Civil Protection Branch, Setif Province.

Table 3 illustrates the relationship between leadership and functional stability among the employees of the Civil Protection Branch in Bouguagua, Setif Province.

		Job Stability
Leadership	Coefficient of correlation value	0.57
	p-value significance level:	0.00
	Error level (α):	0.05
	Sample size	37

The results from the above table show that the Pearson correlation coefficient between leadership and functional stability is estimated at 0.57, indicating a moderate correlation. Furthermore, it is statistically significant with a significance value of 0.00, which is lower than the significance level of 0.05. Therefore, there is a statistically significant relationship between leadership and functional stability among the employees of the civil protection department in Bouguagua, Setif province.

Leadership refers to the way in which a leader influences his or her subordinates, and it plays a crucial role in employee stability. When there is fairness and equality in dealing with all employees, mutual trust among them and giving them the freedom to perform tasks in their preferred way without excessive orders or restrictions, it positively affects employees' loyalty to their organisation and increases their commitment and stability within it.

Presentation and interpretation of the results of the third sub-hypothesis: There

is a statistically significant relationship between incentives and functional stability among the employees of the civil protection department in Bouguagua, Setif province.

Table 4 illustrates the relationship between incentives and functional stability among the employees of the Civil Protection Branch in Bouguagua, Setif Province.

		Job Stability
Incentives	Coefficient of correlation value	0.29
	p-value significance level:	0.07
	Error level (α):	0.05
	Sample size	37

The results from the above table show that the Pearson correlation coefficient between incentives and functional stability is estimated at 0.29, indicating a weak correlation. Furthermore, it is not statistically significant with a significance value of 0.07, which is greater than the significance level of 0.05. Therefore, there is no statistically significant relationship between incentives and functional stability among the employees of the civil protection department in Bouguagua, Setif province.

This result can be interpreted in the following way: The Bouguagua Civil Protection Branch does not have an adequate incentive system, especially in terms of compensation. As a result, the stability of its employees is threatened, since incentives, both material and non-material, are among the most important factors that increase employees' commitment to their organisation. It is essential for the organisation to take these factors into account.

To present and interpret the results of the fourth sub-hypothesis: There is a statistically significant relationship between decision-making and functional stability among the employees of the Civil Protection Department in Bouguagua, Setif Province.

Table 5 illustrates the relationship between decision-making and functional stability among the employees of the Civil Protection Branch in Bouguagua, Setif Province.

		Job Stability
Decision-Making	Coefficient of correlation value	0.52
	p-value significance level:	0.00
	Error level (α):	0.05
	Sample size	37

The results from the above table show that the Pearson correlation coefficient

between decision-making and functional stability is estimated at 0.52, indicating a moderate correlation. Furthermore, it is statistically significant with a significance value of 0.00, which is less than the significance level of 0.05. Therefore, there is a statistically significant relationship between decision making and functional stability among the employees of the civil protection department in Bouguagua, Setif province.

One of the important factors that management should pay attention to in order to gain and ensure the retention and continuity of employees in the organisation is to involve them in decision-making related to their work and the organisation, provided that they bear the responsibility for it. In addition, allowing employees to engage in open dialogue and problem solving without restrictions from superiors.

Presentation and interpretation of the results of the fifth sub-hypothesis: There is a statistically significant relationship between organisational communication and functional stability among the employees of the civil protection department in Bouguagua, Setif province.

Table 6 illustrates the relationship between organisational communication and functional stability among the employees of the Civil Protection Branch in Bouguagua, Setif Province.

		Job Stability
Organizational Communication	Coefficient of correlation value	0.49
	p-value significance level:	0.00
	Error level (α):	0.05
	Sample size	37

The results from the above table show that the Pearson correlation coefficient between organisational communication and functional stability is estimated at 0.49, indicating a moderate correlation. Furthermore, it is statistically significant with a significance value of 0.00, which is less than the significance level of 0.05. Therefore, there is a statistically significant relationship between organisational communication and functional stability among the employees of the civil protection department in Bouguagua, Setif province.

The process of organisational communication plays a crucial role in achieving functional stability. By opening communication channels at different organisational levels, it has a positive impact on the psychological aspect of employees and increases their job satisfaction. If employees do not receive timely and accurate information, or if there are barriers to communication, this will not lead to the desired

performance, and as a result, employees may consider leaving the job or putting in minimal effort.

Presentation and interpretation of the results of the sixth sub-hypothesis: There is a statistically significant relationship between training and functional stability among employees of the civil protection department in Bouguagua, Setif province.

Table 7 illustrates the relationship between training and functional stability among the employees of the Civil Protection Branch in Bouguagua, Setif Province.

		Job Stability
Training	Coefficient of correlation value	0.49
	p-value significance level:	0.00
	Error level (α):	0.05
	Sample size	37

The results from the above table show that the Pearson correlation coefficient between training and functional stability is estimated at 0.57, indicating a moderate correlation. It is also statistically significant with a significance value of 0.00, which is less than the significance level of 0.05. Therefore, there is a statistically significant relationship between training and functional stability among the employees of the civil protection department in Bouguagua, Setif province.

Training contributes significantly to improving the skills and abilities of employees through the implementation of different training courses based on specific and clear stages. This leads to a professional orientation and, consequently, to a higher level of job stability.

Presentation and interpretation of the results of the eighth partial hypothesis: There are statistically significant differences in the level of job stability among civil protection employees due to their demographic and personal variables (gender, age, marital status and length of service in the position).

Table 8 illustrates the differences in the level of job stability among the individuals in the sample.

	Statistical Value	Test	Significance Level (p-value)	Error Level (α)
Gender	-0.01		0.99	0.05
Age	0.790		0.500	0.05
Marital Status	0.00		0.93	0.05
Job Tenure	0.82		0.44	0.05

From the results in the table above, we can see that the statistical test value for differences is -0.01, which is not statistically significant at a 0.99 level of significance because it is greater than the 0.05 level of significance. Therefore, we can conclude that there are no statistically significant differences in the level of functional stability among civil defence personnel that can be attributed to the gender variable.

Similarly, the statistical test value for differences with respect to the age variable is 0.79, which is not statistically significant at a value of 0.50, and it is greater than the significance level of 0.05. Therefore, we can conclude that there are no statistically significant differences in the level of functional stability among civil defence personnel that can be attributed to the age variable.

Furthermore, the statistical test value for differences with respect to the marital status variable is 0.00, which is not statistically significant at a significance level of 0.93, and it is greater than the significance level of 0.05. Therefore, there are no statistically significant differences in the level of functional stability among civil defence personnel attributed to the marital status variable.

With regard to the variable of seniority in the position, the statistical test value for differences is 0.82, which is not statistically significant with a value of 0.44, and it is greater than the significance level of 0.05. Thus, it is evident that there are no statistically significant differences in the level of functional stability among civil defence personnel due to the variable of seniority in the job position.

Conclusion:

Through this study, both theoretical and practical aspects have been examined and after analysing and discussing the results, we have found a strong relationship between organisational climate dimensions (organisational structure, leadership, incentives, organisational communication, decision making and training) and the functional stability of civil defence personnel in the Bougaa branch of Setif province. This highlights the need to pay greater attention to the human element within the research organisation and to provide appropriate working conditions to ensure its retention and continuity, especially in terms of incentives such as salaries, promotions and rewards. The results show a clear lack in this aspect, which can lead to lethargy, lack of initiative and, consequently, fluctuations in functional stability.

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