

The impact of the organizational climate on job satisfaction in the Yemeni telecommunications sector

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Abstract

The study aimed to determine the impact of the organizational climate (organizational structure, leadership pattern, communication pattern, working procedures, participation in decision-making, human resources development) on job satisfaction. The study also aims to identify the reality of the organizational climate in the Yemeni telecommunications sector, and to identify the levels of job satisfaction in its dimensions in the Yemeni telecommunications sector. The study followed the descriptive analytical approach, and the study population was determined by (475) employees in leadership and supervisory positions in three companies in the Yemeni telecommunications sector, which were selected based on the comprehensive inventory method. The study tool was distributed to all members of society electronically (email, social media) as well as on paper. After the field application, the researcher retrieved (404) questionnaires with a recovery rate of (85.05%), of which (389) questionnaires were valid for analysis, at a rate of (81.89%). Due to the lack of responsiveness of all community items, it can be considered a large random sample representative of the study community. (389) questionnaires were analyzed using the two programs (SPSS) (Amos) version (26). The study found that the telecommunications sector has a highly appropriate organizational climate from the point of view of its employees. The study also found an average level of factors that enhance job satisfaction among the cadres working in the telecommunications sector and its various companies and institutions. The results of the study also showed that there is a statistically significant impact of the organizational climate in terms of its dimensions (leadership pattern, work procedures, participation in the decision, and human resources development) on job satisfaction with the Yemeni telecommunications sector. There is no statistically significant impact of the dimensions of the organizational climate in terms of (organizational structure, and communication pattern) on job satisfaction with the Yemeni telecommunications sector.

INTRODUCTION

As a result of environmental changes, human resources management in organizations faces a range of challenges, such as the transition from the era of manufacturing to the information age, from limited markets to global markets, from a stable environment to a changing environment, from physical work to mental work, from orders to guidance, from specialization in work to diversity of skills, from individual to collective performance, from following orders to initiative and participation in decision-making, and from financial assets to intellectual capital. In order for human resources management to exercise its prominent and distinct role in achieving the objectives of the organization, a supportive organizational climate is necessary (Mabrouk 2017, 347).

The organization's performance is affected and its competitiveness is enhanced by taking into account the dimensions of the organizational climate, which are flexible organizational structure and democratic management, teamwork and collective responsibility, clarity of responsibilities and powers, clarity of administrative policies and their flexibility and applicability, information technology, automation and modernization of administrative work with the availability of management information systems and modern means of communication, attention to work incentives by emphasizing material incentives commensurate with the standard of living, as well as moral incentives while providing opportunities to improve skills and provide workers with new skills and develop them for their professional progress and prepare them to assume senior administrative positions (Al-Saffar 2009, 66).

The organizational climate is the outcome of the internal conditions and atmosphere of the institution as seen by the employees to draw their positions, attitudes and paths that determine their behavior, performance and degree of affiliation with the institution. It is also a set of internal characteristics of the environment that enjoy a degree of relative stability or stability understood by employees, which is reflected in their values and attitudes and thus on their behavior (Al-Shayab and Abu Hamour 2014, 317). The organizational climate also refers to all the internal conditions of the institution, in other words, the organizational climate consists of a set of characteristics observed by employees. These characteristics describe the organization and distinguish it from the rest of the organizations and it is relatively stable over time and affects employees and affects their job satisfaction (K 2020, 20).

Accordingly, the organizational climate is one of the most important factors that affect job performance and determine the level of individual performance of the employee, which is a measure of the extent to which workers are aware and understand the characteristics of their work environment that directly affect how they perform. The importance of the organizational climate for organizations is highlighted in many aspects, as the sound organizational climate affects many aspects such as motivation and job satisfaction among employees and raises the level of performance in the organization. The organizational climate also

affects the psychological and social aspects of workers within the organization positively if the organizational climate is healthy and healthy, in addition to its impact on the behavior and efficiency of workers in the institution because workers spend most of their time at work and interact with each other (subordinates and heads) at all levels, and its behavior is subject to the effects of the organizational climate in its various dimensions (Al-Harashseh 2011, 95).

Satisfaction and organizational climate are among the topics that have attracted the attention of many researchers and behavioral scientists because of their impact on raising the productivity of work, because the feelings of happiness resulting from the individual's perception of the job give the job an important value represented by the individual's desire to work (Al-Azzawi and Jawad 2010, 409).

When we address the issue of job satisfaction, we are talking about the individual's perception of his job and the extent to which this job satisfies his expectations and needs (convergence between the actual returns obtained and what the individual believes) commensurate with the performance he has performed, as the continuity of performance depends on the worker's conviction and satisfaction (Gouache 2009, 2).

One of the most important factors of employee success at work is satisfaction with the job they perform, and job satisfaction is one of the most important indicators of the success of any organization, as job satisfaction represents the sum of positive feelings and attitudes expressed by employees towards the work they do.

It is a scientific fact that satisfaction with work and conviction in it pushes the individual to exert the utmost efforts to accomplish it. Satisfaction with work is a motive for achievement and vice versa to a large extent, so the individual's tender and professional competence is evidence of the extent of his satisfaction with his work and his sense of success and progress in it, and this tender increases as much as the work provides him with the satisfaction of his needs and motives and the exploitation of his energies (Al-Majil and Al-Yahya 2003, 751).

Hoppock is one of the first researchers in the field of job satisfaction, as he defines it as: a set of psychological and functional factors and environmental conditions that make the employee satisfied with his work (Blue 2000, 2), while (Locke) & (Porter) defined job satisfaction as "the difference between what the worker or employee expects to get and what he actually gets." Therefore, the job satisfaction of employees in any organization is one of the main components of the work environment and one of the main determinants of the organizational climate. Satisfaction is also seen as an important indicator of the effectiveness of the organization in general (Al-Omari 2004, 14), and job satisfaction is a summary of the employee's feelings about the various aspects of his job (Jadhav 2019, 49).

The management's interest in the moral aspect of human resources is one of the recent transformations in the field of human resources management studies, where what previously concerned the management was that the employee's performance was satisfactory and it does not matter after that whether the employee was satisfied with his job or not. At the beginning of the current century, management studies began to pay more attention to identifying the views of employees, and management began to develop programs that aim to develop the means and methods leading to discovering and interpreting the feelings, feelings, emotions and desires of employees, developing them and maintaining their morale, and this suggests that job satisfaction is an important issue for the employee (Pro 2019, 135).

The satisfaction of the individual with his job is the first basis for achieving his psychological and social compatibility, because satisfaction is linked to success at work, and success at work is the objective criterion on which society's evaluation of its members is based. It can also be an indicator of an individual's success in various other aspects of their life, family and social. Often, the manifestations of individuals' abnormal behavior and psychological problems stem from their feeling that this was not the work they aspired to, or that what the work provides in various or some aspects does not satisfy their needs and does not satisfy their ambitions (Youssef and Mohammed 2019, 47).

The telecommunications sector is one of the most vital sectors in the economies of countries that attach great importance to the human resource. The telecommunications sector in Yemen is one of the basic components of the national infrastructure and plays an important role in economic growth. It is considered one of the most important sources of revenue for the state after the oil sector and contributes to the provision of a number of important direct and indirect job opportunities due to its association with other sectors in the national economy (Al-Bashiri 2021, 1). The telecommunications sector in Yemen works in a highly changing environment due to the tremendous and rapid development of the telecommunications sector, whether at the global or local level, which imposes competitive challenges within the telecommunications sector at the level of the internal and external environments. Any impact on the elements of the internal and external environments naturally affects the level of the performance and work of the institution, which may affect the percentage of job performance in it. This in turn requires the administrative leadership in this sector to periodically pay attention to the human resource, whether morally or materially, with the aim of eliminating negative influences that may occur on the level of performance of workers (Al-Dhubhani 2018, 6).

Hence the researcher's idea to conduct a study on the impact of the organizational climate on job satisfaction in the Yemeni telecommunications sector.

The problem of the study and its questions:

The General Corporation for Telecommunications acquires the largest share of the market share in the telecommunications sector in Yemen due to its acquisition of the largest share of each of the Yemeni International Telecommunications Company (TeleYemen) by (75%) and Yemen Mobile Company by (59.37%), thus representing the public telecommunications sector in Yemen. The diagnosis of the current situation in the strategic plan document of the Corporation 2021-2025 indicated that there are many problems that the organizational aspect suffers from, whether related to performance or the level of job satisfaction, in addition to the elements of the organizational climate (Public Corporation for Telecommunications 2021, 20-21), the most important of which are:

1. Instability and satisfaction of human cadres, lack of support and encouragement for creativity and innovation, job discontent for the majority of workers and weak job loyalty due to income disparities within the sector.
2. Leakage of highly skilled labor, especially technicians, when obtaining better job opportunities.

The study (Al-Dhubhani 2018, 122) indicated that the human resource suffers from problems of job inflation and low level of satisfaction and performance.

Whereas the telecommunications sector in Yemen operates in an environment characterized by intense competition, and is considered to have a system that interacts with the external environment as well as the internal environment, in terms of activity, efficiency and effectiveness of its work, which greatly affects and is affected by all that surrounds it from its internal and external business environment around it, and any impact on the elements of the internal and external environments naturally affects the level of its performance and work, which necessitates it to work to keep pace with the accelerating developments to improve and achieve efficiency in the level of performance to meet the challenges through the use of modern administrative methods periodically to eliminate the negative effects that may occur on the level of its performance, and may even reach that of the internal environment to reach the organizational or functional collapse.

The most important modern methods in addressing the problems of workers are: recognizing the desires of workers and trying to satisfy them, protecting the rights of workers and reaching job satisfaction, improving the organizational climate in which employees work (Al-Wishi 2013, 93).

Therefore, determining the nature of the prevailing organizational climate in any sector contributes to identifying the nature of the organizational behavior of individuals and groups within this sector and thus working to interpret and control this behavior, and providing the appropriate organizational climate is the key to success for effective management, and the continuous attention to providing the dimensions of the positive organizational climate contributes to developing performance and achieving the goals of the organization with high efficiency and effectiveness (Al-Qadi 2015, 169).

Given the reality of the current regulatory climate in the telecommunications sector, whether recently applied in the General Telecommunications Corporation since the beginning of 2020, as well as Yemen Mobile Company in 2023 and the resulting new regulatory climate, or the prevailing regulatory climate in the Yemeni International Telecommunications Company (TeleYemen), the researcher was keen to know the reality of the dimensions of the organizational climate in the telecommunications sector due to a close and significant correlation between the organizational climate and job satisfaction, as shown by studies and research in this field, as one of the positive aspects that the administration must take into account to achieve job satisfaction is to work to provide an appropriate organizational climate that enables workers to perform their tasks with desire and enthusiasm, and this is by paying attention to the environment of the institution and the atmosphere of work in it and the nature of the job and alleviating work pressures, and adapting external conditions and harnessing them to serve workers and the interest of the institution (M. Al-Ameen 2016, 59-60),

Thus, this study came to try to know the impact of the organizational climate on job satisfaction among workers in the Yemeni telecommunications sector, and based on the above, the problem of the study can be formulated through the following main question:

What is the impact of the organizational climate on job satisfaction in the Yemeni telecommunications sector?

From this main question arises the following sub-questions:

1. What is the reality of the organizational climate from the point of view of workers in the Yemeni telecommunications sector?
2. What is the level of job satisfaction from the point of view of workers in the Yemeni telecommunications sector?

Objectives of the study:

Based on the problem of the study and its questions, the objectives of this study are as follows:

1. Identify the reality of the regulatory climate in the Yemeni telecommunications sector.
2. Identify job satisfaction levels in the Yemeni telecommunications sector.
3. Know the impact of the organizational climate on job satisfaction.

Hypotheses of the study:

After reviewing the problem of the study and previous studies, the hypotheses of the study were determined as follows:

The main hypothesis: There is a statistically significant effect of the organizational climate on job satisfaction, and six sub-hypotheses branch out from this hypothesis as follows:

- A.** The **first sub-hypothesis:** There is a statistically significant effect of the organizational structure on job satisfaction in the Yemeni telecommunications sector.
- B.** **Second sub-hypothesis:** There is a statistically significant effect of the leadership pattern on job satisfaction in the Yemeni telecommunications sector.
- C.** The **third sub-hypothesis:** There is a statistically significant effect of the communication pattern on job satisfaction in the Yemeni telecommunications sector.
- D.** The **fourth sub-hypothesis:** There is a statistically significant effect of work procedures on job satisfaction in the Yemeni telecommunications sector.
- E.** The **fifth sub-hypothesis:** There is a statistically significant effect of participation in decision-making on job satisfaction in the Yemeni telecommunications sector.
- F.** The **sixth sub-hypothesis:** There is a statistically significant effect of human resource development on job satisfaction in the Yemeni telecommunications sector.

Cognitive Model of the Study:

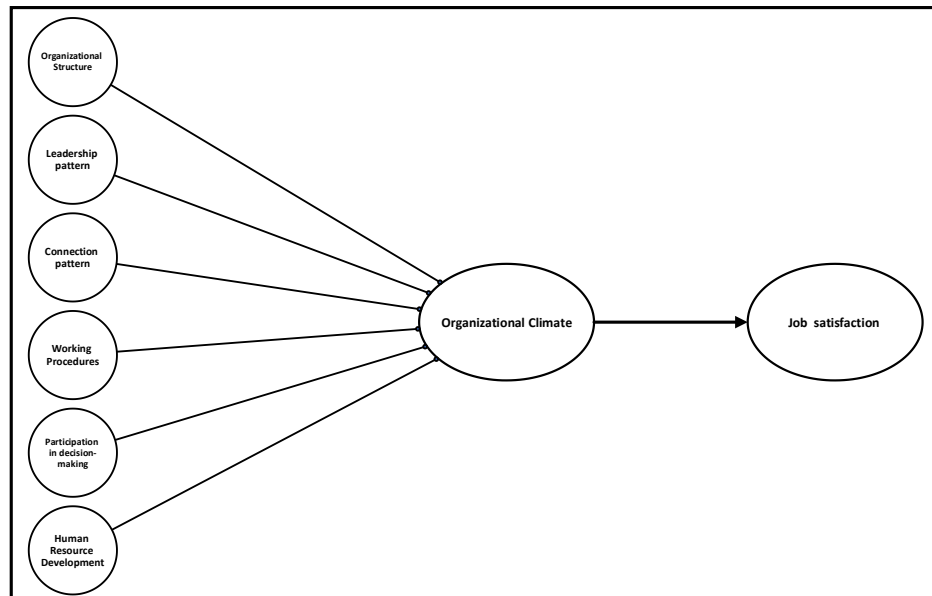


Figure (1) Cognitive model of the study

Significance of the Study:

It can be said that the importance of the study lies in the following:

1. **Scientific importance:** The importance of this study is highlighted in terms of scientific aspects in:
 - A. This study focuses on job satisfaction as one of the psychological variables and is considered one of the few studies that deal with the relationship between the organizational climate and job satisfaction in the Yemeni telecommunications sector. Moreover, no previous study has been conducted on the impact of the organizational climate on job satisfaction in the telecommunications sector, according to the researcher's knowledge.
 - B. This study aims to provide a theoretical and scientific rooting for the concepts of organizational climate, job satisfaction, the scale of each of them, and the knowledge framework for its management and development.
 - C. Contribute to bridging the research gap in previous studies by knowing the relationship between (organizational climate, job satisfaction) benefiting from modern theories in this aspect.
 - D. Contribute to providing Yemeni libraries in general and the telecommunications sector in particular with a new reference in the field of scientific research and provide them with the necessary recommendations.
2. **Practical importance:** The importance of this study in practical terms is highlighted in:
 - A. Highlighting the reality of the regulatory climate in the telecommunications sector and measuring the degree of job satisfaction according to the reality of the current climate of this sector.
 - B. Determine the impact of the organizational climate on job satisfaction in the Yemeni telecommunications sector, according to the hypotheses of the study. In light of the field results of this study, recommendations will be made that contribute to helping the administrative leadership in this sector to improve the level of performance of its employees.
 - C. It helps to provide a vision for achieving job satisfaction among employees of the telecommunications sector and changing their negative motivations towards work to reach a better level of task completion.

Theoretical and procedural concepts and definitions:

1. Organizational climate

(Abu Shaikha 2005, 12) defined the organizational climate as “the set of structural, functional and operational characteristics that can be perceived in an organization at some stage and that have an impact on the performance of workers and their degree of satisfaction.”

The constituent dimensions of the regulatory climate are defined as follows:

- A. **Organizational structure:** “It is a framework that defines the different internal departments and sections of the organization, defines the lines of authority and their flow between functions, and shows the different administrative units that work together to achieve the objectives of the organization” (Al-Hunaiti and Al-Qaid 2019, 3).
- B. **Leadership pattern :** “It is the method or function that the boss exercises towards subordinates within the organizational structure, to influence the activity and performance of employees and study their behavior in order to improve the relationship between employees, which makes them cooperate to achieve the goals of the organization in appropriate ways” (Barakat 2015, 9).
- C. **Communication pattern:** It is the process of transferring information, skills and suggestions from one party to another within the sector, whether this party is a person or a group, in order to achieve the objectives of the sector (Baudouira and Bozardom 2017, 12).
- D. **Working procedures:** “A set of steps and stages that a transaction goes through in order to provide a service or achieve a specific goal, and it is also a set of predetermined ways of doing business” (Al-Sayrafi 2007, 9).
- E. **Participation in decision-making:** “It is the opportunity for employees to share their views towards choosing one of several alternatives” (Mohammed M. 2018, 7).
- F. **Human resources development:** It means "increasing the process of knowledge, skills and capabilities of the workforce capable of working in all fields with the aim of maximizing their productive efficiency" (Al-Sakran 2004, 65-66).

2. Job Satisfaction

Job satisfaction is defined as "the psychological sense of conviction, satisfaction, and happiness to satisfy desires, needs, and expectations with the work itself, the content of the work environment, with confidence, loyalty, and belonging to the work, and with other relevant factors and indicators" (Al-Qarut 2006, 10).

Methodology:

The study relied on the descriptive analytical approach to determine the impact of the organizational climate as an independent variable on job satisfaction as a dependent variable in order to verify that the results of this impact support theoretical expectations in the relationship between the variables of the study and to reach a better understanding of the impact between these variables and the extent of analysis, linkage and interpretation among them to reach

conclusions that can be built upon with recommendations and proposals for the Yemeni telecommunications sector.

Study population: Based on the problem of the study and its objectives, the unit of analysis in this study is the Yemeni telecommunications sector, including (the General Telecommunications Corporation, Yemen Mobile Company, Yemen International Telecommunications Company (TeleYemen)), the field of study, and the study population consists of all administrative leaders in the main centers (Executive Director, Deputy Executive Director, General Director, Deputy Director General, Director of Department, Deputy Director of Department, Head of Department), which reaches (475) individuals as shown in the following table:

Table (1) Study population by sector

Table prepared by the researcher based on human resources data in the telecommunications sector

| Administrative level | Yemen Telecom | Yemen Mobile | TeleYemen | Total |
|-----------------------------------|---------------|--------------|-----------|------------|
| Executive Director | 1 | 1 | 1 | 3 |
| Deputy Executive Director | 4 | 3 | 4 | 11 |
| General managers | 21 | 0 | 0 | 21 |
| Deputy General Manager | 17 | 0 | 0 | 17 |
| Director of Administration | 83 | 14 | 17 | 114 |
| Deputy Director of Administration | 21 | 0 | 0 | 21 |
| Head of Department | 195 | 60 | 33 | 288 |
| The total | 342 | 78 | 55 | 475 |

This community was chosen because it consists of experienced and qualified employees with a sufficient degree of scientific knowledge to be aware of the information under study, and they also have the characteristics and qualities studied (Kandilji 2018, 154) and thus obtain accurate results commensurate with the objectives of this study, and due to the lack of cooperation of the entire study population, the returned forms can be considered the study sample.

The sample of the study: A comprehensive inventory method was used, which means: the selection of all individuals who represent a situation, or have the characteristics and qualities studied (Al-Mahmoudi 2019, 158). The sample included all members of the original study community, as it is a community that the researcher can reach, (475). The study tool was distributed to all members of the community electronically (email, social media) as well as on paper. After the field application, the researcher retrieved (404) questionnaires with a recovery rate of (85.05%), of which (389) questionnaires are valid for analysis and at

a rate of (81.89%). Due to the lack of responsiveness of all community items for several reasons, including the continuous travel of some, especially technicians, some of them did not respond to the researcher. It can be considered a large random sample representative of the study community because there was distribution to all members of the community without exception. There is no suspicion or probability of bias, and this is the goal of randomness. The following table shows the study sample by sector:

Table (2) Study sample by company

| Company Name | Distributed questionnaires | Lost | Retrieved questionnaires | Damaged questionnaires | Analyzed questionnaires |
|------------------|----------------------------|-----------|--------------------------|------------------------|-------------------------|
| Yemen Telecom | 342 | 32 | 310 | 10 | 300 |
| Yemen Mobile | 78 | 24 | 54 | 5 | 49 |
| Tele Yemen | 55 | 15 | 40 | 0 | 40 |
| The total | 475 | 71 | 404 | 15 | 389 |

Study results and discussion

The results of the study are presented below:

To answer the main question of the study: **What has been the impact of the organizational climate on job satisfaction in the Yemeni telecommunications sector? The following questions branch out:**

First: Presenting the results of the first question: What is the reality of the organizational climate in its dimensions (organizational structure, leadership pattern, communication pattern, work procedures, participation in decision-making, and human resources development) from the point of view of workers in the Yemeni telecommunications sector?

To answer this question, the researcher presented the results at the level of each dimension separately and according to its paragraphs to determine the reality of the organizational climate, where the arithmetic averages and standard deviations were extracted as follows:

Table No. (3) shows the order of the dimensions of the organizational climate according to the arithmetic mean and relative importance

| The dimension | SMA | standard Deviation | Percentage | Dimensional arrangement | Availability level |
|---|-------------|--------------------|------------|-------------------------|--------------------|
| Organizational structure | 3.53 | 0.830 | 70.5% | 3 | High |
| Leadership pattern | 3.55 | 0.942 | 71.1% | 2 | High |
| Connection pattern | 3.67 | 0.792 | 73.5% | 1 | High |
| Working Procedures | 3.43 | 0.873 | 68.6% | 5 | High |
| Participation in decision-making processes | 3.33 | 0.896 | 66.6% | 6 | Medium |
| Human Resource Development | 3.45 | 0.928 | 69% | 4 | High |
| Overall average of dimensions (Organizational Climate) | 3.49 | 0.876 | 70% | High | |

Source: Preparation of the researcher based on the outputs of the (Amos V.26) program

We extract from the data of Table No. (3) some analytical indicators, which we summarize as follows:

1. The analysis showed that there is a distinct level of reality of the regulatory climate in the Yemeni telecommunications sector, where it obtained a high degree of verification with an arithmetic average of (3.49); with a standard deviation of (0.876), which shows that there is harmony among the sample members and an agreement towards a high level to represent the appropriate regulatory climate in the Yemeni telecommunications sector, a percentage weight of (70%), and the arithmetic mean is higher than the hypothetical average on the test scale area of (3.00) relied upon to examine the levels of response of the sample members, which is not explained by providing the leadership of the sector a good organizational climate. Based on the above, it was found that the Yemeni telecommunications sector has an effective regulatory climate, whether through the clarity of organizational structure, and its ownership of leaders with an encouraging pattern, in addition to having an effective communication system that allows the exchange of information between its cadres and appropriate work procedures, and a good level of support for the training and qualification process for cadres and workers, but the level of participation of workers in decision-making requires more care and attention.

The high level of the appropriate regulatory climate in the telecommunications sector is consistent with the study of (Gaunya 2016), (Aminu 2020), which reached a high level of the regulatory climate in their study in question, and the result of the axis differs with a study with (Al-Taiar 2015), (Alsaid Mohammed

2017), (Khalifi, 2018), (Al-Habida 2019), which reached a medium level of the regulatory climate, and also differs with the study of (Al Sharif 2015), (Khalil 2017), which reached a low level of the regulatory climate in their study in question.

2. When looking at the order of the dimensions of the organizational climate in the telecommunications sector under study according to the level of availability and verification, it has graduated downward, starting with the mode of communication, where it obtained the highest percentage weight of capacity (73.5%), and the second leadership pattern with a percentage weight of capacity (71.1%), and the third organizational structure with a percentage weight of capacity (70.5%), and the fourth human resources development with a percentage weight of capacity (69%), and the fifth business procedures with a percentage weight of capacity (68.6%), and finally the decision making process with a percentage weight of capacity (66.6%), and in light of the above, it can be said that there is a high achievement of all dimensions of the organizational climate in the Yemeni telecommunications sector.

Second: Presenting the results of the second question: What is the level of job satisfaction from the point of view of workers in the Yemeni telecommunications sector?

To answer this question, the researcher presented the results at the level of each dimension separately and according to its paragraphs to determine the level of availability of job satisfaction, where the arithmetic averages and standard deviations were extracted as follows:

Table No. (4) shows the order of the dimensions of job satisfaction according to the arithmetic mean and relative importance

| The dimension | SMA | standard Deviation | Percentage | Dimensional arrangement | Availability level |
|--|------|--------------------|------------|-------------------------|--------------------|
| Self-actualization | 3.27 | 0.858 | 65.4% | 2 | Medium |
| Working Environment | 3.86 | 0.835 | 77.1% | 1 | High |
| Promotion | 2.85 | 1.007 | 57% | 4 | Medium |
| Incentives | 2.91 | 0.947 | 58.2% | 3 | Medium |
| Salaries and wages | 2.60 | 0.996 | 52% | 5 | Medium |
| Overall average of dimensions (Job satisfaction) | 3.01 | 0.928 | %62 | | Medium |

Source: Preparation of the researcher based on the outputs of the (Amos V.26) program.

We extract from the data of Table No. (4) some analytical indicators, which we summarize as follows:

1. The analysis showed that there is an acceptable level of job satisfaction in the Yemeni telecommunications sector, where it obtained an average degree of achievement with an arithmetic mean of (3.01); with a standard deviation of (0.928), which shows that there is a discrepancy between the sample members and an agreement towards the average level of job satisfaction among workers in the Yemeni telecommunications sector, and a weight of (62%). The arithmetic mean is higher than the hypothetical average on the test balance area of (3.00), which is relied upon to examine the levels of response of the sample members, which is explained by the varying wage and salary rates in the institutions and companies affiliated with the telecommunications sector. Based on the above, it was found that job satisfaction is below the required level in the telecommunications sector, despite the availability of an appropriate work environment and an acceptable level for workers to achieve themselves, but there is a decline in the levels of incentives and promotions as well as salaries and wages.

The average level of job satisfaction for workers in the telecommunications sector is consistent with the study of (Al-Taiar 2015), (Alsaid Mohammed 2017), (Khalifi 2018), (Habiba 2019), and differs with the study of (Gaunya 2016), (Aminu 2020), which reached a high level of job satisfaction in their study in question, and also differs with the study of (Sharif 2015), which reached a low level of job satisfaction among faculty members at the University of Tabuk.

When looking at the order of the dimensions of job satisfaction in the telecommunications sector under study according to the level of availability and verification, it has graduated downward, starting with the work environment, where it obtained the highest percentage weight of capacity (77.1%), and secondly, self-realization with a percentage weight of capacity (65.4%), and thirdly, incentives with a percentage weight of capacity (58.2%), and fourthly, development of promotion with a percentage weight of capacity (57%), and fifthly, salaries and wages with a percentage weight of capacity (52%).

Hypotheses Testing :

First: Testing the validity of the main hypothesis: There is a statistically significant effect of the organizational climate on job satisfaction in the Yemeni telecommunications sector.

To test the validity of the hypothesis, the path analysis method was used as follows:

Table (5): Path coefficients for the impact of the organizational climate on job satisfaction in the Yemeni telecommunications sector

| a path | R | R2 | S.E | C.R | P | Result |
|--|-------|-------|-------|-------|-------|------------------|
| Organizational Climate -----> Job satisfaction | 0.707 | 0.500 | 0.052 | 19.33 | 0.000 | Supported |

Source: Preparation of the researcher based on the outputs of the (Amos V.26) program.

Through Table (5) above, we found that the statistical significance of the organizational climate is equal to ((0.000), which is less than((0.05) and the value of the correlation coefficient (0.707) This **indicates a strong relationship between the organizational climate and job satisfaction in the Yemeni telecommunications sector**, while the calculated T-value(19.33), which is higher than its scheduled value (2), and it can be said that any change in the organizational climate in one unit can have an impact on job satisfaction by (50%), and therefore it can be said that **there is a statistically significant positive effect at the level of (0.05) for the organizational climate in the Yemeni telecommunications sector**, and therefore the hypothesis is accepted that " there is a statistically significant effect at the level of (0.05) between the organizational climate and job satisfaction in the Yemeni telecommunications sector." **Based on the above**, it can be said that there is a statistically significant effect between the **organizational climate and job satisfaction in the Yemeni telecommunications sector**. "Thus, the second main hypothesis is accepted. This result is consistent with the findings of some studies that the organizational climate affects job satisfaction, such as the study of (Al-Taiar 2015), (Al-Sharif 2015), (Khalil 2017), (Khalifi 2018), (Al-Hubeida 2019), (Al-Aaibi and Abdul Hamid 2020), (Gaunya 2016), (Aminu 2020), and differs with the study of (Al-Sayed Mohammed 2017), which concluded that there is no impact of the organizational climate on job satisfaction.

Testing the branching hypotheses of the second main hypothesis:

Table (6): Path coefficients for the sub-hypotheses of the second main hypothesis

| a path | Estimate | S.E | C.R | P | Result |
|--|----------|-------|-------|-------|----------------------|
| Organizational Structure -----> Job satisfaction | 0.045 | 0.040 | 1.111 | 0.267 | Not Supported |
| Leadership pattern -----> Job satisfaction | 0.128 | 0.034 | 2.771 | 0.006 | Supported |
| Connection pattern -----> Job satisfaction | 0.059 | 0.042 | 1.295 | 0.195 | Not Supported |
| Working Procedures -----> Job satisfaction | 0.133 | 0.043 | 2.439 | 0.015 | Supported |
| Participation in decision-making -----> Job satisfaction | 0.322 | 0.038 | 4.931 | 0.003 | Supported |
| Human Resource Development -----> Job satisfaction | 0.354 | 0.042 | 6.974 | 0.000 | Supported |

Source: Preparation of the researcher based on the outputs of the (Amos V.26) program.

1. **Testing the first sub-hypothesis** of the **second** main hypothesis: It states that: "There is a statistically significant effect at a significant level (0.05) of the organizational structure in the job satisfaction of the Yemeni telecommunications sector ", from Table (6), which shows the values of the path coefficients of the first sub-hypothesis of the first main hypothesis, where the statistical significance reached (0.276), which is greater than (0.05), and therefore there is no relationship and impact between the organizational structure and job satisfaction of the Yemeni telecommunications sector. Thus, **we reject** the first sub-hypothesis of the second main hypothesis, and it can be said that there is no statistically significant effect at a significant level (0.05) of the organizational structure on the job satisfaction of the Yemeni telecommunications sector. The above can be explained by the fact that no matter how flexible the organizational structure is, it does not mean the satisfaction of employees. The researcher attributed this result to the possibility that workers in the telecommunications sector do not adapt to the organizational structure and may not be able to enhance their job satisfaction. This result is consistent with the findings of some studies, such as the study of (Alsaid Mohammed, 2017) and the study of (Aminu, 2020), which found that there is no impact of the organizational structure on job satisfaction, and it differs with some studies that found an impact and relationship between the organizational structure and job satisfaction as a study (Al-Sharif, 2015), (Khalifi, 2018).

2. **Testing the second sub-hypothesis** of the **second** main hypothesis: which states that: "There is a statistically significant effect at a significant level (0.05) of the leadership pattern in job satisfaction at the Yemeni telecommunications sector", from Table (6), which shows the values of the path coefficients for the second sub-hypothesis of the first main hypothesis, where the value of the beta coefficient reached (0.128), which indicates the existence of a statistically significant effect of the leadership pattern in job satisfaction at the Yemeni telecommunications sector, and the value of (T) was an additional moral value, as it reached (2.771), which is a value that exceeds (2), which allows the acceptance of the hypothesis, which is a value that enhances the value of beta in terms of acceptance of the hypothesis. Thus, **we accept** the second sub-hypothesis of the first main hypothesis. The value of the sample estimation coefficient (P-value) showed an error rate of less than (0.05), which is a high value that enhances the previous values in terms of accepting the hypothesis. It can be said that there is a statistically significant effect at a significant level (0.05) of the leadership pattern in the job satisfaction of the Yemeni telecommunications sector. The above can be explained by the leadership pattern, especially if it is a democratic pattern that cares about the rights of employees, this will have their satisfaction with the job. This result is consistent with the findings of some studies such as (Al-Taïar 2015), (Al-Sharif 2015), (Khalil 2017), (Khalifi 2018), (Al-Hubeida 2019), (Al-Aaibi and Abdul Hamid 2020), and the study of (Gaunya 2016), and differs with the study of (Alsaid Mohammed 2017), which found that there is no impact of the leadership pattern on job satisfaction.

3. **Testing the third sub-hypothesis** of the **second** main hypothesis: It states that: "There is a statistically significant effect at a significant level (0.05) of the communication pattern in the job satisfaction of the Yemeni telecommunications sector", from Table (6), which shows the values of the path coefficients of the third sub-hypothesis of the second main hypothesis, where the statistical significance reached (0.195), which is greater than (0.05), and therefore there is no relationship and impact between the communication pattern and job satisfaction of the Yemeni telecommunications sector. Thus, **we reject** the first sub-hypothesis of the second main hypothesis, and it can be said that there is no statistically significant effect at a significant level (0.05) of the communication pattern in the job satisfaction of the Yemeni telecommunications sector. The above can be interpreted as a communication pattern that contributes to facilitating and completing work and exchanging information and contributes to the speed of response and does not reflect job satisfaction because the communication pattern does not meet the needs of workers, whether professional or personal. This result is consistent with the findings of some

studies, such as the study of (Alsaid Mohammed 2017), which found an impact of the pattern of communication on jobsatisfaction, and it differs with some studies, which found an impact and relationship between the pattern and job satisfaction as a study (Al-Taiar 2015), (Khalil, 2017), (Al-Hubeida 2019), (Khalifi2018).

4. Testing the fourth sub-hypothesis of the first main hypothesis: It states that: "There is a statistically significant effect at a significant level (0.05) of work procedures on job satisfaction in the Yemeni telecommunications sector", from Table (6), which shows the values of the path coefficients of the fourth sub-hypothesis of the first main hypothesis, where the value of the beta coefficient reached (0.133), which indicates that there is a statistically significant effect of work procedures on job satisfaction in the Yemeni telecommunications sector, and the value of (T) was an additional significant value, as it reached (2.439), which is more than (2), which is the value that allows the hypothesis to be accepted, which is a value that enhances the value of beta in terms of accepting the hypothesis. Thus, **we accept** the fourth sub-hypothesis of the second main hypothesis. The value of the sample estimation coefficient (P-value) showed an error rate equal to (0.05), which is a high value that enhances the previous values in terms of accepting the hypothesis. It can be said that there is a statistically significant effect at a significant level (0.05) of job satisfaction work procedures in the Yemeni telecommunications sector. It can be said that flexible work procedures that meet the needs of employees raise the morale of employees and enhance the moral satisfaction of employees. This result is consistent with the findings of some studies such as (Al Taiar, 2015) and (Al-Habida, 2019), and differs with the study of (Aminu 2020), which found a negative but insignificant relationship between the organizational structure and job satisfaction.

5. Testing the fifth sub-hypothesis of the second main hypothesis: It states that: "There is a statistically significant effect at a significant level (0.05) of participation in the decision in the job satisfaction of the Yemeni telecommunications sector", and from Table (6), which shows the values of the path coefficients of the fifth sub-hypothesis of the second main hypothesis, where the value of the beta coefficient reached (0.322), which indicates the existence of a statistically significant effect of participation in the decision in the job satisfaction of the Yemeni telecommunications sector, and the value of (T) was an additional moral value, as it reached (4.931), which is more than (2), which is the value that allows the acceptance of the hypothesis, which is a value that enhances the value of beta in terms of acceptance of the hypothesis. Thus, **we accept** the fifth sub-hypothesis of the second main hypothesis, as the value of the sample

estimation coefficient (P-value) showed an error rate of less than (0.05), which is a high value that enhances the previous values in terms of accepting the hypothesis, and it can be said that there is a statistically significant effect at a level of (0.05) to participate in the decision in the job satisfaction of the Yemeni telecommunications sector, and explains the relationship with the extent to which the participation of employees in decision-making contributes to raising the social status, meaning that the greater the degree of participation of employees in decision-making within the regulatory frameworks of the telecommunications sector, as this represents an important source of moral support for them, which makes them feel the importance of their value and humanity, and helps them to put forward ideas that will improve work methods and reduce conflicts, as well as participation in decision-making secures more harmony in the work atmosphere, and thus constitutes a positive moral stimulus and modifies the morale of workers and increases their level of job satisfaction. This finding is consistent with the findings of some studies such as (Al-Taiar 2015), (Khalil 2017), (Khalifi 2018), and differs with the study of (Alsaid Mohammed 2017), which found that participation in decision-making does not affect job satisfaction.

6. **Testing the sixth sub-hypothesis of the second main hypothesis:** which states that "there is an impact of A statistical significance at a significant level (0.05) for the development of human resources in the job satisfaction of the Yemeni telecommunications sector", from Table (6), which shows the values of the path coefficients for the sixth sub-hypothesis of the second main hypothesis, where the value of the beta coefficient reached (0.354), which indicates the existence of an effect and a statistical significance for the development of human resources in the job satisfaction of the Yemeni telecommunications sector, and the value of (T) was an additional significant value, as it reached (6.974), a value that exceeds (2), which allows the acceptance of the hypothesis, which is a value that enhances the value of beta in terms of acceptance of the hypothesis. Thus, **we accept** the sixth sub-hypothesis of the second main hypothesis, and the value of the sample estimation coefficient (P-value) showed an error rate of less than (0.05), which is a high value that enhances the previous values in terms of accepting the hypothesis, and therefore **we accept** the sixth sub-hypothesis of the second main hypothesis, and it can be said that there is a statistically significant effect at the level of (0.05) for the development of human resources in the job satisfaction of the Yemeni telecommunications sector, and it can be explained that the training and qualification of the employee has enhanced his abilities and thus feels his importance in the job, which enhances his level of satisfaction and that the lack of interest of the organization in the development of its human resources will make it receive difficulties in poor levels of achievement

and generate a sense of frustration among workers of their lack of importance in the job, which contributes to their low level of satisfaction with the job, and this result is consistent with the findings of the study (Al-Ta'iar 2015).

COMPETING INTERESTS

The authors have no competing interest to declare.

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