Organizational Culture and Its Relationship with the Organizational Climate in the Youth Higher Council from the Perspective of Council Staff

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Introduction

There is some conceptual confusion between the concepts of organizational culture and organizational climate. There are those who believe that the organizational culture is an alternative for the organizational climate or vice versa, but there is a clear difference between the two concepts in which one of them cannot be an alternative to another one where the organizational climate is a reflection of the characteristics for   organization internal environment through concepts adapted by an individual about the realities of the organization while organizational culture are all beliefs, expectations, values, behavior and norms that contribute in achieving the organization goals. The strong relationship between the two concepts contributes to the push the organization toward success. Jordan Higher Council of Youth is one of the official governmental institutions which deal with the largest category in the community of Jordan who are the youth. The Council supervises on many of youth organizations distributed all over Jordan. The Higher Council of Youth was established in 2001 by a Royal Decree to deal with youth files in Jordan, while the International Olympic Committee deals with Jordanian sports file (Sarhan, 2003).So, the Council is considered as one of the largest official institutions with extensive organizational climate and wide organizational culture.

Depending on the researcher experience of work at the Council since a long time, this idea has grown toward organizational climate assessment in the Council for various components such as leadership style, decision-making, organizational structure, nature of motivations and using technology processes on one hand and on the other hand for the assessment of organizational culture in the Council through the assessment of values, beliefs, customs and organizational norms, identifying the impact of the organizational climate in the organizational culture, the realization of Council staff attitudes towards organizational climate and culture, the seek for supporting recommendations of   successful links between the organizational environment and organizational culture, and trying to address some of weaknesses that make this relationship limited.

The study Problem

Higher Council of Youth seeks to develop its services, to participate actively in King Abdullah II award for excellence and transparency, to promote the concepts of quality in all its activities and to take advantage of modern technology in the output of its programs and activities. In the light of Council effort to achieve a continued development of its work, it is necessary to assess the organizational environment and organizational culture in Council and the nature of their relationship. In addition, the study problem reflects the scarcity of studies on organizational climate and organizational culture in the Council which is considered as an obstacle to officials and Council staff in planning of required programs and activating of necessary reinforcement operations for organizational culture in the Council, which constitute the readiness, interest in and rush toward work, promote positive values and concepts of institutional affiliation, strengthen relationship between the expectations of employees and used leadership style, strengthen the organizational climate and the impact of organizational culture in the Council in general.

The study importance

This study is considered as one of the rare studies in Jordanian government institutions (in the opinion of the researcher), where its importance comes from the following:

1. This study evaluates the staff attitudes toward the reality of the organizational environment (organizational climate) in the Higher Council of Youth in Jordan.
2. This study evaluates the staff attitudes towards the reality of organizational culture (values,expectations and organizational norms) in the Higher Council of Youth in Jordan.
3. This study evaluates the relationship reality between the organizational environment (organizational climate) and organizational culture (values, beliefs and organizational norms) in the Higher Council of Youth in Jordan.
4. This study shows the staff attitudes towards organizational climate and organizational culture of the Higher Council of Youth.
5. This study contributes to provide the necessary recommendations to overcome the obstacles facing the organizational culture and organizational climate in the Higher Council of Youth in Jordan.

Objectives of the study:
This study aims to achieve the following:
1. Identify the staff attitudes toward the reality of the organizational environment (organizational climate) in the Higher Council of Youth in Jordan.
2. Identify the staff attitudes toward the reality of organizational culture (values, norms, organizational beliefs) in the Higher Council of Youth in Jordan.
3.   Evaluate the effect of organizational climate) in the organizational culture in the Higher Council of Youth in Jordan.
4. Identify the Council staff trends on the organizational climate and organizational culture and the differences among these trends depending on variables (work nature, gender, academic degree, experience duration).

The study Hypotheses
First hypothesis: There is no impact of the organizational climate with its four areas in the organizational culture at Higher Council of Youth.
Second hypothesis: There are statistical significant differences at the level of significance ($\alpha \leq 0.05$) in attitudes towards organizational climate due to variables (gender, educational qualification, job title, experience).
Third hypothesis: There are statistical significant differences at the level of significance ($\alpha \leq 0.05$) in attitudes towards organizational culture due to variables (gender, educational qualification, job title, experience).

Study Terms:
-   Higher Council of Youth: is an official national institution considered as an official umbrella for Youth work in Jordan.
-   Organization: an official institution that seeks to achieve general goals in accordance with the regulations, laws and legislation. For the purposes of this study, it is the Higher Council of Youth. *
-   Trends: the overall views of staff and their assessment of reality through their experience in the organization.
-   The organizational environment (organizational climate) is the official model in the organization which reflects the nature of the organizational structure, style of leadership, nature of motivations and the use of technology.
-   Organizational culture: the nature of behaviors spread in the organization which reflects the customs, beliefs, norms, traditions and values that the staff exercise and believe in.

The limits of the study:
-   Time limits: This study has been carried out during 2015.
-   Location limits: This study was conducted in the capital, Amman / Jordan, the Higher Council Center of Youth.
-   Human limits: This study was conducted on the staff of Higher Council Center of Youth (only the Council center).

Chapter 2
The theoretical literature and previous studies
This chapter includes a theoretical literature study where the researcher addresses some literature that talked about the Higher Council of Youth as an official umbrella for Jordanian youth and it addresses some the theoretical literature about the organizational environment (organizational climate) in the institutions and organizational cultures in addition to the importance of stable organizational climate and organizational environment in the institutions as well as the need to strengthen the relationship that linking organizational climate and organizational culture in the institutions. This chapter also addresses some of the previous studies that talks about study topics in the field of organizational environments and organizational culture and the relationship between them in some Arab and foreign organizational environments studies.

The theoretical literature
Gibson et al (harem 0.2004: 327) defined culture of organization as something similar to the culture of the community as it consists of values,beliefs, perceptions, assumptions, norms, standards, things man-made, and common behavioral patterns and that the culture of organization is its character and climate. The culture of the organization determines the behavior and appropriate links and motivates individuals.
        Jones (2004, p 195) defined the organizational culture as a set of shared values and habits that control the interactions of organization members with each other, with suppliers, customers and other people outside the organization. Robbibs & Judge (2009, p 585) defined it as a set of common meanings that individuals keep which distinguish the organization from other organizations. The organizational culture plays an important role in business organizations which provide the organization and its employees with sense of identity. Whenever it is possible to identify the ideas and values that prevail in the organization, the staff will be strongly associated with

organization message. The organizational culture is one of the organization's identity elements represented in the way of thinking and style of operations performance in order that new members acquire the organizational culture to achieve a sense of loyalty and to ensure staying in the organization (Jawad 0.2000, p. 360). Robert Waterman, Toom Peters, Terrence Deal and Allan Kennedy are pioneers in highlighting the importance of organization cultural values in the institutional success and organizational effectiveness) (Qaryouti 0.2000 p. 151).

The organizational culture is necessary to make the individuals behavior within the frame of its conditions and characteristics. Also, any violation of culture conditions will be faced by rejection. Consequently, the culture has a major role to resist any change in the situation of individuals in organizations from one situation to another. Culture expands the perceptions of individuals who are working on the events that occur in the environment they work at. This means that the organization culture constitutes the frame of reference in which the individual interprets events and activities upon it. Moreover, it helps in predicting the behavior of individuals and groups. It is known that when the individual faces a specific problem or a certain position, He/she acts according to its culture which means if the culture that the person belongs to isn't known, it is difficult to predict his/her behavior. The importance of this organizational culture is that it provides a framework for organizing and directing organizational behavior, in the sense that the organizational culture affects the workers and the formation of their wanted behavior within the organization. Therefore, we conclude that the organizational culture is characterized by several characteristics such as; it is joint among workers, can be learned and can be inherited to them. It is important to recognize that there is no organization culture similar to another organization culture even if they work in the same sector. Culture of organizations differs in many aspects. Each Organization tries to develop its own culture. Aspects of the difference among organizations are: the age of organization, its communication patterns, work systems and procedures, process of power exercise, style of leadership, values and beliefs. In order to protect the organization culture, it constantly seeks to seek to attract manpower who meet the values, beliefs and philosophy of the organization.(Al-Assaf, 1999, p. 126) has mentioned some features including:

1. It helps to regulate the behavior and be committed in as a result of the interaction among organization members. They use common language, terminologies and phrases related to behavior in terms of respect and performance. It also impose some kind of standards, there are standards of conduct with respect to workload to be done (do not work very much or very little too) and some controlling values where there are core values adopted by the organization in which each member is expected to follow such as high-quality, low rate of absence and obeisance to the regulations and instructions. In addition, it imposes a set of rules: which are instructions issued by the Organization and differs from one organization to another. The individual works in the organization according to the rules set for him/her.

2. It helps to establish an organizational environment which is a set of characteristics that distinguish the internal environment of the organization which the individuals work at. It affects their values, attitudes and perceptions because it has a high degree of stability and relative stability. It includes a range of features such as organizational structure, leadership style, policies and procedures and laws and patterns of communication ... etc.

The effect of organizational climate in organizational culture and vice versa:
Organizational culture constitutes the behavioral aspect and relations among staff while the organizational climate is realized as the official side of the organization and the owner of opinion and decision. Despite the confusion between the two concepts, the two concepts are completely different and we cannot substitute or replace one of them by another. The mutual influence of the organizational climate and organizational culture effectively affect the external environment of the organization. As well as, the internal environment in the organization reflects the external environment by spreading impression which is sent outside the organization and affects the reputation whether it is positive or negative. The organizational climate is may negatively linked to the organization senior management and the organizational culture is linked to staff. But both of them are linked to behavior, performance, work organization and the influence of all employees behavior in the organization, whether leaders or employees.

Through this study, the researcher seeks to identify the impact of the organizational climate on the organizational culture in the Higher Council of Youth through the trends of Council employees' evaluation by measuring the impact of organizational climate in the organizational culture in order to get benefit from the results, address weaknesses and make necessary recommendations to strengthen the impact of organizational climate through its variables such as leadership style, organizational structure, motivations and the use of technology in supporting organizational culture and to promote the trends and evaluations of staff towards organizational climate and organizational culture development at the Council.

Previous studies

- (Aqili, and others. 2007) conducted a study entitled "**administrative climate prevailing between employees and managers at the youth departments and youth centers in the north region of Jordan"** it aimed to address the administrative climate prevailing between managers and employees in the provinces of (Jerash, Mafraq, Ajloun, Irbid). Researchers used the questionnaire as a study tool and the study sample was consisted of 101 male and female employees of four districts. The study results showed that the prevailing administrative climate is disciplined administrative climate followed by the familiar climate. The results showed that there are statistical significant differences due to academic qualification variable and in favor of bachelor degree and higher. While the results did not show any significant differences related to gender and experience variable, researchers have recommended to strengthen the scientific qualifications of managers and to be participated in specialized courses to develop business and modern management.

- (Al-Madan 0.2010) Study entitled 'the impact of organizational culture factors in the implementation of knowledge management' survey on the Jordan telecom company /Orange. The study aimed at measuring the impact of organizational culture factors in the implementation of knowledge management in Jordan Telecom Group/Orange (from the perspective of employees). The descriptive analytical approach has been used. The study sample was randomly consisted of (270) employees from all management levels. The study found a range of results which can be summarized as follows: The study sample attitudes towards organizational culture factors were positive with a medium degree in all its six factors (information systems, organizational structure, processes, motivation systems, employees, leadership) which indicates to the importance of organizational culture for organizations and their employees. The study results revealed that the study sample trends towards the implementation of knowledge management were positive with a medium degree about the processes of knowledge management, knowledge generation and sharing and applying it at the Jordan Telecom Group.

- (Abu Alia, 2010) Study entitled "The Impact of Organizational culture on job alienation": comparative practical study on employees at Arab Bank and Housing Bank. The study aimed at analyzing the impact of organizational culture on job alienation among employees at Arab Bank and the Housing Bank as well as to identifying the level of organizational culture and job alienation prevailing among employees in both banks. The number of valid questionnaires for statistical analysis (309) questionnaire consisted of (202) employee at Arab Bank and (107) employee at Housing Bank. The study found a number of important results including: that the average organizational culture and job alienation among employees at both banks was medium. Also, the dimensions of organizational culture (Economy and Justice) have an impact in job alienation among employees at both banks. The organizational culture dimensions (power, elite, reward, effectiveness, efficiency, teamwork, law and order, defense, competition, and taking advantage of opportunities) have no impact on job alienation among employees at both banks.

- (Abdullatif, Judeh, 2010) Study entitled '**the role of organizational culture in predicting the strength of organizational identity**: a field study on the teaching members at private Jordanian universities. The study aimed at determining the role of organizational culture in predicting the strength of organizational identity. To achieve this goal, a sample of four private Jordanian universities was selected randomly. 280 questionnaires were distributed to teaching members where 226 questionnaires were recollected and subjected to a distinctive analysis. The study was able to build a model consisting of all analysis dimensions (cooperation, innovation, commitment and efficiency). The model was able to classify the respondents into two groups: those who have a weak feeling of organizational identity, and who have a strong feeling with accurate reached to 83.2%. The study showed no statistical significant differences in the answers of respondents with respect to the organizational identity due to gender, age, academic degree and it showed a presence of statistical significant differences due to work period at the private universities.

- (2007 shingh,) Study entitled "predict of organizational commitment through the culture of organization": An applied Study on the automobile industry in India. Researcher aimed at identifying the cognitive structure of the concepts of organizational commitment and organizational culture, then to identify the possible relationship between these two concepts. This study is based on a sample of (382) supervisors at five automobile industry. The results indicate that most of organizational culture dimensions are associated positively with organizational commitment dimensions as well as the study found that some of organizational culture dimensions have a significant contribution to predict organizational commitment.

- (2009, Flemming) Study entitled "The study of the relationship between transformational leadership styles and organizational culture patterns to improve performance in public sector organizations". This study aims at investigating the nature of the relationship between transformational leadership styles and organizational culture patterns which support organizational performance, as well as this quantitative study aims to develop a model for the relationship volatility between a specific leadership styles which is

considered as the best complement to the types of organizational culture and thus enhance organizational effectiveness. The study population consisted of full-time employees working in various institutions and governmental agencies at Virginia. Questionnaire has been used as a tool for data collection. Infield of organizational culture, organizational culture assessment tool (OCAI) has been used and distributed to 191 employees in four government agencies. The study found that organizational culture affects the possibility of leaders to improve performance.

Based on previous studies, we found that they are associated to organizational climate and organizational culture in youth, educational or administrative field environments such as the study of (Sarayreh and Miqdadi, 2002) which is similar to the current study in dealing with some of variables such as (gender, educational qualification, job title, experiences) in addition to the similarity in youth and educational environments. They are also involved in dealing with connection directly or indirectly between organizational climate and organizational culture in their organizations. This study is characterized by dealing with organizational climate and organizational culture at the Higher Council of Youth (Council Centre) and it is specialized in the study of organizational climate impact on the organizational culture at the Council from the standpoint of the Council centre staff.

Chapter 3
The approach and procedures
• Methodology used in the study:
The descriptive approach has been used with survey method because it is the best one for such a study.
• The study population (Target group):
The study population consisted of all Higher Council of Youth staff (Council centre) with various jobs levels. The size of study population is (187) male and female employees.
•The study sample:
The study sample consisted of (95) male/female employees at Higher Council of Youth staff with a rate of (52%) from the study population, where this percentage is sufficient to represent the study population. The following tables and figures (1,2,3,4) show the demographic characteristics of the study sample.
The study sample characteristics:
Gender:

Table (1)
The study shows the sample distribution by gender

Gender	Frequency	Percentage
Male	51	53.7
Female	44	46.3
Total	95	100.0

Table No (1) shows that the percentage of male representation is higher than the percentage of female representation where male representation is (53.7%) while the percentage of female representation is (46.3%) of the study sample.

Educational qualifications:

Table (2)
The study shows the sample distribution by educational qualification

Qualification	Frequency	Percentage
High school or less	15	15.8
Diploma	21	22.1
Bachelor	42	44.2
Graduate Studies	17	17.9
Total	95	100.0

Table No (2) Shows that the Bachelor's degree members have the highest percentage of study sample with representation percentage of (44.2%). in the second place, we have diploma members representation with percentage of (22.1%) of study sample while the percentage of high school or less members representation is (15.8%) and the percentage of Graduate Studies members representation is (17.9%).

Job Title

Table (3)
The study shows the sample distribution by Job Title

Job Title	Frequency	Percentage
managers and above	15	15.8
Head of sections	25	26.3
Employees	55	57.9
Total	95	100.0

Table No (3) Shows that the employees have the highest percentage of the study sample by (57.9%) and in the second place, we have heads of section representation with percentage of (26.3%) while the lowest percentage of representation is for managers and above by (15.8%).

Years of experience:

Table (4)
The study shows the sample distribution by years of experience

Years of Experience	Frequency	Percentage
Less than 10 years	38	40.0
10-20 years	37	38.9
20 years and above	20	21.1
Total	95	100.0

Table No (4) Shows that the highest percentage of the study sample have a practical experience between 10 and less than 15 years with percentage of (40.4%). In the second place, we have years of experience representation for5 years and less than 10 years with percentage of (31.3%) while the lowest percentage of representation is for the tears of experience less than 5 years by (6.2%).

- **Study tools:**

Questionnaire has been used because it is suitable tool for such a study where it is consisted of (42) paragraphs, including (24) paragraph on the organizational environment (organizational climate) through four areas in which each area has (6) paragraphs. And (18) paragraphs on organizational culture through three areas in which each area has (6) paragraphs too where the Like it quintet scale is used to show the differences in the sample study answers.

- **Reliability of the study tool:**

To check the reliability of the tool (questionnaire), it has been audited by a number of specialists and professors in the field of management and administration where they made sure that the paragraphs are appropriate for the study objectives and consistent among each other and they made the appropriate modifications in order to make sure that they are reliable to measure the views responders, objectives and good organization.

- **Stability of the study tool:**

The Alpha kronbach coefficient for internal consistency among the questionnaire paragraphs was calculated. The value of Alpha kronbach coefficient among all of questionnaire paragraphs is (.982), and among the paragraphs of organizational climate variable is (0.977), and among the paragraphs of organizational culture variable is (0.969).This value indicates to the stability of the study tool.

Table (5)
Stability of the study tool coefficients

Variable		Alpha kronbach coefficient
Organizational climate	leadership style	0.932
	Organizational Structure	0.956
	Motivations	0.942
	Technology	0.954
	Total	0.977
Organizational culture	organizational norms	0.932
	Organizational beliefs	0.944
	Organizational values	0.972
	Total	0.969
All Questionnaire paragraphs		0.982

Statistical treatment of the study:

To answer study questions statistically; the averages and standard deviations, Alpha Kronbach test, analysis of variance and Scheffe test for dimensional comparisons has been used.

Chapter 4

Study Results

Average and standard deviation on the study variable

      1 :organizational climate.

Table (7)

Averages and standard deviations on the areas of organizational climate variable

Area	average	Standard deviation	ranking	Approval degree
Leadership style	2.64	1.08	2	Medium
Organizational Structure	2.81	1.16	1	Medium
Motivations	2.33	1.15	4	Low
Technology	2.52	1.18	3	Medium
Total	2.58	1.04	-	Medium

      We note from Table (7) data that there is a medium degree of approval on the organizational climate variable. The total degree average answers are (2.58) with a standard deviation (1.04). On the level of variable areas, we note that the highest degree of approval is for the area of organizational structure with an average (2.81) standard deviation (1.16). In the second place, we have the leadership style with an average (2.64) standard deviation (1.08). Technology area is in the third place with an average (2.52) and a standard deviation (1.18). the approval degree on motivations area is low with an average (2.33) a standard deviation (1.15).

Table 8

Averages and standard deviations for paragraphs of the organizational climate variable

	Phrase	Average	Standard deviation	ranking	Approval degree
1	Leadership members are keen to provide mutual confidence among the Council's staff.	2.73	1.25	6	Medium
2	Leadership members authorize the Council's staff to have power	2.66	1.20	8	Medium
3	Leadership members are keen to develop staff performance	2.69	1.20	7	Medium
4	leadership process in the Council depends mainly on democratic style	2.63	1.26	9	Medium
5	Leadership members play a role in enhancing the behavior of Council staff	2.62	1.31	11	Medium
6	Leadership members focus on decentralization in decision-making process in the Council	2.52	1.31	18	Medium
7	The organizational structure determines the scope of supervision among Council staff.	2.88	1.24	2	Medium
8	The organizational structure clarifies the administrative divisions, tasks and activities of the Council.	2.98	1.27	1	Medium
9	The organizational structure determines the nature of relations among administrative units in the Council.	2.88	1.25	3	Medium
10	The organizational structure shows the flow of reference	2.78	1.31	4	Medium
11	The organizational structure clarifies the duties and responsibilities of various administrative units of the Council.	2.75	1.36	5	Medium
12	The Council provides a job description for the position specified in the organizational structure.	2.61	1.29	12	Medium
13	The Council is keen to grant motivations for council employees	2.47	1.27	19	Medium
14	Council takes in to account the equality criteria in granting motivations to employees.	2.14	1.25	22	Low
15	The motivations granted to employees strengthen their ability to cope with the work pressures	2.58	1.41	15	Medium

16	The Council distributes motivations fairly among employees	2.12	1.26	23	Low
17	Motivations Granted to the employees raise up their motivation to develop performance.	2.59	1.34	14	Medium
18	Motivations granted by the Council are parallel to the motivations of similar national institutions	2.07	1.28	24	Low
19	The Council provides technological communication among employees at work.	2.43	1.31	20	Medium
20	The Council is keen to use modern technology at work.	2.58	1.28	16	Medium
21	The Council concentrates on archiving its works electronically.	2.55	1.42	17	Medium
22	The Council seeks to develop systems and communications in accordance with modern technology.	2.63	1.38	10	Medium
23	The organizational climate creates creativity opportunities for staff in the field of modern technology.	2.34	1.18	21	Medium
24	The Council is keen to develop computer skills among the staff.	2.60	1.26	13	Medium
	Total	2.58	1.04	-	High

We note from table No. (8) that there are (21) terms of organizational climate variable are with medium degree. The highest degree of approval is for the following terms:

Term No. (8): Indicates that The organizational structure clarifies the administrative divisions, tasks and activities of the Council.. Term number (7): Indicates that The organizational structure determines the scope of supervision among Council staff.. Term No. (9): Indicates that The organizational structure determines the nature of relations among administrative units in the Council.. Term No. (4) Indicates that leadership process in the Council depends mainly on democratic style.

The remaining terms which are three have a low degree approval

- Term No. (18) Indicates that Motivations granted by the Council are parallel to the motivations of similar national institutions.
- Term number (16) indicates that the Council distributes motivations fairly among employees.
- Term No. (14): Indicated that Council takes in to account the equality criteria in granting motivations to employees..

That's due to the clarity of the council organizational structure from the staff points of view, dividing work systems, the scope of supervision and the relationship among organizational units. The researcher confirms that the long period of organizational structure and subsequent administrative organization processes has become such a routine for the staff. In the field of motivations, staff has compared the value of the motivations of the Council to other institutions in which they considers it as few value. Also, they have a low degree of approval on the Justice and Equality processes in distributing motivations. This is occurred as a result of the lack of a consistent motivations system in Higher Council of Youth and law value of the motivations taking in consideration that youth work is hard work and held in the field which requires motivations equivalent to the level of achievement. Regarding the justice and equality, the low degree of approval from the researcher point of view is as a result of the lack of existed clear and consistent system of motivations as well as the frequent annual decline of budget allocated to the Council by the government. This result differs from the study result of (Sarayreh and Miqdadi 2002), in which the results do not show a relationship between job levels and motivations .

2. Organizational culture:

Table (9)
Averages and standard deviations for the organizational culture variable areas

area	average	standard deviations	Ranking	Approval degree
norms	3.06	1.09	1	Medium
Beliefs	2.98	1.10	2	Medium
Values	2.46	1.26	3	Medium
Total	2.83	1.041	-	Medium

Table (9) shows that there is a medium degree of approval for the organizational culture variable. The

answers average reaches of total degree (2.83) with standard deviation (1.04). At the level of variable areas, we note that the highest degree of approval is on the area of norms with an average (3.06) a standard deviation (1.09). In the second place, we have the beliefs average (2.98) with a standard deviation (1.10). Values are in the third place with an average (2.46) a standard deviation (1.26).

Table (10)

Averages and standard deviations for terms of organizational culture variable

	Area	average	standard deviation	Ranking	Approval degree
1	**The staff are committed to the terms of reference of official work.**	3.17	1.25	3	Medium
2	**Staff are committed to secrecy of work information**	2.73	1.26	12	Medium
3	**The staff are committed to the official work time hours.**	3.27	1.21	1	Medium
4	**Council staff work as one team.**	2.91	1.32	10	Medium
5	**The Council's staff are committed to implement the decisions of their superiors.**	3.24	1.22	2	Medium
6	**Staff are accurate in implementing required work.**	3.06	1.29	5	Medium
7	**Council's staff are keen to have continuous coordination to implement required work.**	3.04	1.20	6	Medium
8	**Council's staff carries out their work at the highest levels of achievement.**	3.04	1.24	7	Medium
9	**Council's staff deal with service recipients fairly**	2.93	1.25	9	Medium
10	**Council's staff have a strong social ties among them.**	3.12	1.32	4	Medium
11	**There is mutual trust among council's staff**	2.80	1.23	11	Medium
12	**Council's staff complete their work in time.**	2.93	1.22	8	Medium
13	**The Council ensures job justice among employees.**	2.48	1.39	14	Medium
14	**The Council ensures job security for staff.**	2.64	1.38	13	Medium
15	**The Council ensures transparency among staff**	2.46	1.30	16	Medium
16	**The Council is keen to employ the right man for the right place**	2.31	1.31	18	Low
17	**The Council is keen to provide job stability for staff.**	2.47	1.29	15	Medium
18	**The Council ensures job equality among employees**	2.37	1.39	17	Medium
	Total	**2.83**	**1.04**	**-**	**Medium**

− Table No. (10) Shows that there are (17) terms of organizational culture variable with a medium degree of approval, the highest degree of approval is for the following terms :

− Term No. (3): Indicates that The staff are committed to the official work time hours..

− Term No. (5): Indicates that The Council's staff are committed to implement the decisions of their superiors.

− Term No. (1): Indicates that The staff are committed to the terms of reference of official work.

− Term No. (10): Indicates that Council's staff have a strong social ties among them.

There is a one term with low degree of approval

Term No. (16): Indicates that The Council is keen to employ the right man for the right place

Norms and traditions play an important role in the nature of life for their communities. The Council's staff are committed to regulations and instructions for official work hours. They are committed to implement the instructions issued by their superiors and official work reference of the Council. The majority of staff who are members of study sample have a wide expertise in which their commitment to the regulations and instructions has become a part of norms and traditions evolved during their official work. This result is supported by the study sample which confirms that the staff have a strong social ties mentioned in term number (10) within the

area of beliefs.

Regarding to low degree of approval on term No. (16) of the third area of the organizational culture " values area " which is about employing the right person in the right place, the Council's staff say that the role of nepotism and favoritism have adversely affected the government administration in Jordan and contributed significantly in encroachment on the rights of efficient staff which leads to employ persons in many positions and different jobs without any commitment to transparency, justice and competencies.

This result is due to the staff beliefs- in Jordan in general and in Higher Council of Youth in particular- in the lack of commitment to this value in official institutions, as well as they realize many models in this area. The prevailing organizational culture criticizes the mechanisms of appointment and promotion which strengthen the staff negative perception towards this organizational behavior despite the fact that the current Council's administration is seeking to establish a competent committees in this area and it emphasis on transparency and integrity and the need to change the negative perception of employee also.

Test hypotheses of the study:

The first hypothesis: There is no impact of organizational climate with its areas on the organizational culture of Higher Council of Youth

Table (11)
The results of variance analysis to test the validity .

variance source	Sum of squares	Degrees of freedom	Average squares	Value of calculated (F)	Statistical significance
Regression	62.288	4	15.572	35.588	*0.000
Residuals	39.381	90	0.438		
Total	101.669	94			

*Statistical significant effect at the level of significance (0.05 ≥α).

The results of the variance shows that there is statistical significant effect on the level of significance analysis (0.05 ≥α) at least for one of the organizational climate in the organizational culture of Higher Council of Youth areas, the value of calculated (F) is (35.288) which is higher than the value of Tabulated (F) at degrees of freedom (4.90) which is (2.372).

Table (12)
The analysis results of multiple regressions for the test of the impact of organizational climate in the organizational culture of Higher Council of Youth

The independent variable	Correlation coefficient R	explanatory value R²	Regression coefficient	Beta coefficient	(T) Value	Statistical significance
Leadership style			0.418	0.435	3.489	0.001*
Organizational Structure	0.783	61.3%	0.232	0.259	2.230	0.028*
Motivations			0.195	0.215	1.918	0.058
Technology			0.050	0.057	0.404	0.687

*Statistical significant effect at the level of significance (0.05 ≥α)

The analysis results of multiple regressions show that there is a statistical significant effect at the level of significance (0.05) for the areas of leadership style and organizational structure of the organizational climate in the organizational culture areas in Higher Council of Youth, where the values of calculated (T) is (3.489, 2.230) which is higher than the value of tabulated (T) at the degrees of freedom (94) which is (2.051). The analysis results of multiple regression do not show the effect of statistical significant for the dimensions of motivations and technology of the organizational climate areas in the organizational culture in Higher Council of Youth, where the values of calculated (T) is (1.918, 0.404) which is lower than the value of tabulated (T) at degrees of freedom (94) which is (2.051). Regression results show that all organizational climate areas explain (61.3%) of organizational culture variation of Higher Council of Youth.

The second hypothesis: There are statistical significant differences at the level of significance (α ≤ 0.05) in trends towards organizational climate due to the variables (gender, educational qualification, job title, experience).

Table (13)
The analysis results of variance for the test of differences in trends towards organizational climate
according to variables: gender, educational qualification, job title, experience

variance source	Sum of squares		Degrees of freedom	Average squares	Value of calculated (F)	Statistical significance
Gender	Between groups	0.034	1	0.034	0.031	
	Inside groups	101.656	93	1.093		
	Total	101.690	94			
educational qualification	Between groups	1.710	3	0.570	0.519	
	Inside groups	99.980	91	1.099		
	Total	**101.690**	**94**			
job title	Between groups	7.264	2	3.632	3.539	
	Inside groups	94.425	92	1.026		
	Total	101.690	94			
experience	Between groups	1.040	2	0.520	0.475	
	Inside groups	100.650	92	1.094		
	Total	**101.690**	**94**			

Statistical significant differences at the level of significance (0.05 ≥α.)

The analysis results of the variance show that there are significant differences in trends towards organizational climate due to the difference in the Job Title. The value of calculated (F) is (3.539) which is higher than the value of critical (F) at the degrees of freedom (2.92) which is (2.372).

The analysis results of variance have not shown significant differences in trends towards organizational climate due to the difference in the variables of gender, educational qualification, and experience. The values of calculated (F?) is lower than the value of critical (P) at the degrees of freedom (1.93) which is (2.372). The value of critical (P) at the degrees of freedom (3.91) is (2.372), the value critical (P) at the degrees of freedom (2.92) is (2.372).

To test the significance of differences in trends toward organizational climate based on job Title, a Scheffe test has been conducted for dimensional tests:

Table (14)
Scheffe test results for dimensional tests

Job Title (A)	Job Title (B)	Average difference	Statistical significance
Manager and above	Head of section	0.1411	0.913
	Employee	0.4647-	0.294
Head of section	Manager and above	0.4647	0.913
	Employee	0.8557-	0.048*
Employee	Manager and above	0.4647	0.294
	Head of section	0.8557	0.048*

It is obvious that there are statistical significant differences in trends towards organizational climate among the heads of sections and employees for the benefit of employees.

The third hypothesis: There are statistical significant differences at the level of significance (α ≤ 0.05) in trends towards organizational culture based ono the variables of gender, educational qualification, job title, experience.

Table (15)
The analysis results of variance for the test of differences in trends towards organizational culture
variables: gender, educational qualification, job title, experience

variance source	Sum of squares		Degrees of freedom	Average squares	Value of calculated (F)	Statistical significance
Gender	among groups	0.284	1	0.284	0.260	
	Inside groups	101.386	93	1.090		
	Total	101.669	94			
educational qualification,	among groups	5.144	3	1.715	1.617	
	Inside groups	96.525	91	1.061		
	Total	101.669	94			
job title	among groups	5.715	2	2.858	2.740	
	Inside groups	95.954	92	1.043		
	Total	101.669	94			
experience	among groups	3.989	2	1.994	1.878	
	Inside groups	97.681	92	1.062		
	Total	101.669	94			

*Statistical significant differences at the level of significance (0.05 ≥α).

The analysis results of the variance show that there is a lack of statistical significant differences in

trends towards organizational culture based on differences in the variables of gender, educational qualification, job title, experience. The value of calculated (F) is lower than value of critical (F) at the degrees of freedom (1, 93) which is (2.372), the value of critical (F) at the degrees of freedom (3.91) is (2.372), and the value of critical (F) at the degrees of freedom (2.92) is (2.372).

Conclusions:

After reviewing the literature study and the results, the researcher concludes the following:

1. The estimates of the staff of Higher Council for Youth are medium towards the organizational climate and organizational culture in the Council.
2. Within the staff assessment of the prevailing organizational climate, their degree of approval on leadership style and organizational structure in the Council is higher than motivations and the use of technology
3. Within the staff assessment of prevailing organizational culture, their degree of approval on beliefs in the Council is higher than the norms and values
4. Study sample members approval on the impact of the organizational climate in the organizational culture in the Council in the areas of leadership style and organizational structure.
5. There are statistical significant differences at the level of significance ($\alpha \leq 0.05$) in the trends of study sample members toward organizational climate according to variable of job title to the benefit of employees.
6. Lack of statistical significant differences at the level of significance   ($\alpha \leq 0.05$) in the trends of the study sample members towards the organizational culture at all variables of the study.
7. Enhance the concepts of justice and equality within the organizational climate prevailing in the Council.
8. Organization of programs and supporting activities to strengthen the relationship between organizational climate and organizational culture of Higher Council of Youth.
9. Strengthen the employees' organizational culture to become internal behavior exercised by the employee spontaneously on a daily basis.

Recommendations

In light of the study results and conclusions that came out of the researcher, the researcher recommends the following:

1. Reconsider the motivations system for employees of Higher Council of Youth.
2. Strengthen the authorization and decentralization processes in Higher Council of Youth.
3. Prepare a study on employees' trends in Higher Council of Youth towards the organizational climate and organizational culture at the level of the Hashemite Kingdom of Jordan.
4. Enhance the value of choosing the right person to the right place in the Council.
5. Strengthen the concepts of justice and equality within the prevailing organizational climate in the Council.
6. Organization of programs and supporting activities to strengthen the relationship between organizational climate and organizational culture of Higher Council of Youth.
7. Strengthen the employees' organizational culture to become internal behavior exercised by the employee spontaneously on a daily basis.

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