

## The Effect of Organizational Climate on the Psychological Resilience of Employees in Hotel Organizations: An Applied Study in First-Class Hotels in Baghdad

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### Abstract

The aim of this research is to identify the relationship and impact of the organizational climate, with its various dimensions, on employees' psychological resilience, also examined through its multiple dimensions, within hotel business organizations.

The significance of the study stems from the importance of the selected variables. The independent variable, organizational climate, includes: communication, managerial authority, decision-making, motivation, and organizational structure. The dependent variable, psychological resilience, includes: positive thinking, self-confidence, adaptability, and analytical ability.

The study was conducted in six top-tier hotels in Baghdad, where the opinions of a sample of hotel managers and department heads were surveyed. The sample included 24 individuals. To investigate the relationship and influence between the organizational climate and psychological resilience, the study employed a questionnaire comprising 36 comprehensive items related to the research variables.

The study yielded several conclusions, the most important of which is the existence of a strong correlation between organizational climate and employees' psychological resilience. Additionally, it concluded that the organizational climate and its dimensions have a significant and effective impact on employees' psychological resilience.

The research concluded with a number of recommendations, most notably the need to raise awareness among managers and employees in the tourism sector regarding the importance of supporting psychological resilience. It is a fundamental component in building adaptive systems for all employees to help them face psychological pressures within hotel organizations. This, in turn, would help establish a stable workforce in these organizations and enhance their role as a vital pillar of tourism services in Iraq.

**Keywords:** Organizational climate, psychological resilience of employees in hotel business organizations.

## Introduction

Psychological resilience is regarded as a crucial factor in shaping the adaptive system of employees. It enables senior management to address the psychological pressures that affect employee performance within tourism organizations—pressures that often result in confusion, tension, and a variety of emotional responses, all of which negatively impact the delivery of tourism services. Therefore, studies and research seek to establish scientific and theoretical foundations—grounded in field research—to bridge the gap between job demands and the resulting pressures, and the level of performance achieved by employees in tourism and hotel organizations. These organizations are characterized primarily by their focus on enhancing the quality of service provided to guests.

Psychological resilience is seen as an inherent readiness within employees, reflecting their ability to adapt to various situations through positive interaction with changing and stressful conditions. This, in turn, positively influences their behavioral responses, allowing for effective alignment of their capabilities and channeling them toward problem-solving in diverse circumstances.

The research is divided into four sections:

- The first section addresses the research methodology.
- The second discusses the theoretical framework of the study.
- The third focuses on statistical analysis of the data and hypothesis testing.
- The fourth presents conclusions and recommendations.

## Section One: Research Methodology

### 1. The Intellectual Problem:

Senior management bears the responsibility of enhancing employee capabilities in order to achieve the objectives of the tourism organization. This cannot be accomplished without establishing an organizational climate that significantly contributes to fostering employees' psychological resilience. The intellectual problem of this study arises from the following general and specific research questions:

1. What is the level of awareness among the surveyed sample regarding the dimensions of the organizational climate?
2. What is the level of awareness among the surveyed sample regarding the factors of psychological resilience?
3. Is there a statistically significant correlation between the organizational climate and the factors of psychological resilience?
4. Is there a statistically significant impact of the organizational climate on the factors of psychological resilience?

### 2. Research Significance and Objectives:

In recent years, increased attention has been given to the psychological and social aspects within tourism organizations, particularly the development of psychological resilience among employees. However, insufficient attention has been paid to the environmental factors that contribute to creating

workplace climates and shaping the fundamental conditions of the work environment.

The significance of this study lies in its focus on the role of the organizational climate in stimulating the internal factors of psychological resilience in a manner that enables employees to better comprehend internal and external environmental variables. This contributes to creating organizational alignment with the demands of organizational work.

Based on the aforementioned significance, the main objective of this research is: To present a theoretical overview of the scientific concepts of the two variables—organizational climate and psychological resilience—and to test them in the field within the surveyed organizations by examining the correlation and effect relationships using statistical methods and techniques.

### 3. Research Hypotheses:

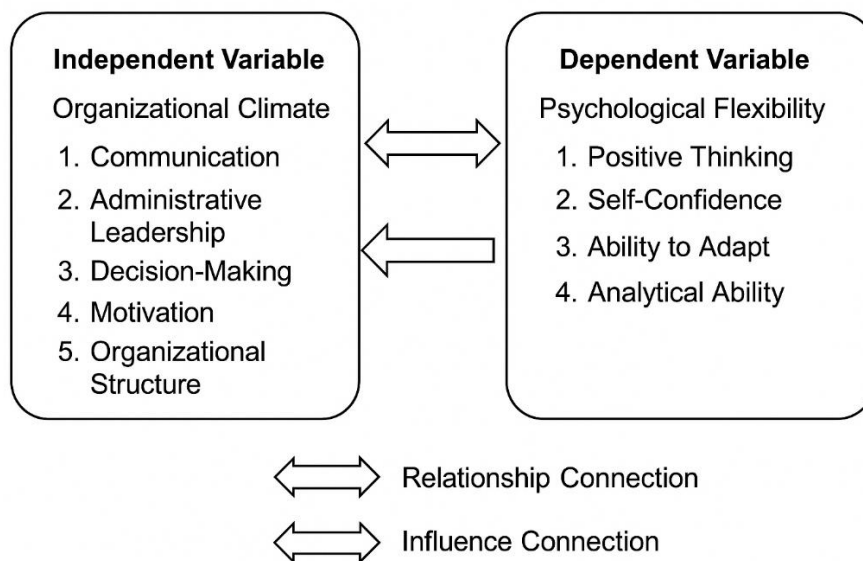
- Main Hypothesis 1 (HO1):

There is no statistically significant correlation at a confidence level of (0.05) between the organizational climate and employees' psychological resilience in the surveyed hotel business organizations.

- Main Hypothesis 2 (HO2):

There is no statistically significant effect at a confidence level of (0.05) of the organizational climate on employees' psychological resilience in the surveyed hotel business organizations.

### 4. The Hypothetical Research Model



### Research Sample:

To achieve the objectives of this study, a sample was selected from department managers working at the following hotels located in Baghdad, where the study was conducted: *Al-Rasheed*, *Ishtar*, *Al-Mansour*, *Babel*, *Palestine*, and *Baghdad*. Below is a brief overview of each hotel:

#### 1. Al-Rasheed Hotel (Public Sector):

Opened in 1982, Al-Rasheed is a top-tier hotel consisting of 14 floors and 408

rooms and suites. It includes 5 restaurants, 3 halls, and is situated on a 17-dunum plot of land.

## 2. **Ishtar Hotel (Mixed Sector):**

A deluxe hotel with 21 floors and 307 rooms, featuring a fitness club, nightclub, various halls, a swimming pool, a café, steam baths, beauty salons, and architecture in the traditional Baghdadi style. It was inaugurated in 1982.

## 3. **Al-Mansour Hotel (Mixed Sector):**

A first-class hotel with 306 air-conditioned and fully furnished rooms and suites, offering 620 beds, a conference hall, restaurants, swimming pools, and a total property area (including gardens and facilities) of 62,500 square meters.

## 4. **Babel Hotel (Mixed Sector):**

A premium hotel with 16 floors housing 266 rooms (single and double), suites, 5 restaurants, 4 celebration halls, a café, a reception area, a nightclub, and various other services.

## 5. **Palestine Hotel (Mixed Sector):**

A deluxe hotel with 17 floors and 420 rooms, situated on a 29,614-square-meter property. It features a reception hall, restaurant, bowling alley, café, tennis courts, swimming pools, a golf course, beautiful gardens, and excellent services.

## 6. **Baghdad Hotel**

A variety of statistical methods were employed in the study, including the arithmetic mean, standard deviation, relative importance, Spearman's correlation coefficient, and the (F) impact coefficient.

To meet the objectives of the aforementioned research, the structure of the study was organized into three main sections:

- Section One: Theoretical background
- Section Two: Presentation and analysis of respondents' answers
- Section Three: Conclusions and recommendations

Section Two: Theoretical Framework of the Study

## **First: Organizational Climate**

### **1. Concept:**

The continuous development across various fields of life has prompted tourism organizations to make every effort to achieve their desired objectives by providing all necessary material and human resources to ensure organizational success at different levels. Within this context, these organizations seek to enhance the performance of their employees by fostering a supportive organizational climate that aligns with work requirements. Organizational climate reflects the internal conditions and variables within an organization.

Based on this perspective, various studies have emphasized the importance of defining the scientific concepts of organizational climate. According to Coska (1975:213–247), it is “a set of environmental characteristics in which individuals operate within the organization.” Similarly, Shaheeb (1990:30)

described organizational climate as “an expression of the various characteristics of the work environment within the organization, including aspects of formal organization, the mixture of individual needs, the nature of organizational communication, prevailing supervision styles, group behavior, and other organizational factors.”

Macnail (2003:49) viewed it as “an individual’s readiness to contribute all their capacities for the benefit of the organization, with a genuine desire to remain within the organization and adopt its goals and values.” Bahr (2005:262) defined it as “a set of attributes and characteristics that define the organizational environment, influencing behavioral frameworks of individuals, groups, and the organization alike, and determining the paths of satisfaction and motivation that affect the project's efficiency and effectiveness in achieving goals.”

Similarly, Al-Muhammadi (2005:23) described it as “the cumulative result of all internal environmental factors as perceived and interpreted by the employees, which manifest in their behavior, morale, and consequently, their sense of belonging and loyalty to the organization.”

Chenat (2007:233) referred to it as “a set of individual perceptions regarding the various characteristics of the actual work environment, the manner in which it influences employees, and variables such as role ambiguity, job evaluation, training, and job satisfaction, all of which impact employee behavior.”

Hafer & Greshman (2008:69) defined organizational climate as “individuals' perceptions of the extent to which the organization meets their current expectations; it encompasses the internal atmosphere of the organization, including its culture and processes that facilitate the achievement of desired behavior.”

## 2. Importance:

The twentieth century witnessed the emergence of interest in studying the concept of organizational climate, which has since become a leading topic in the field of management due to its influence on many variables related to human behavior—the core and foundational element of any organization.

Numerous studies and research affirm the importance of understanding the prevailing organizational climate in any tourism organization with all its dimensions. The goal is to adopt policies that reinforce the positive aspects and rectify the negative ones, thereby enhancing the psychological well-being and morale of employees. This positively reflects on the organization’s ability to achieve its objectives and fulfill both individual and collective needs and desires (Al-Kubaisi, 1998:73).

The significance of organizational climate is highlighted in the following aspects:

- a. Its importance in influencing tourism organizations' ability to achieve their planned goals, which are linked to the prevailing workplace climate. The organizational climate has a direct impact on the achievement of final



objectives, making it a key factor in the organization's overall effectiveness (Al-Issa, 1996:12).

b. Its role in directly shaping employee behavior and performance. A positive climate facilitates employees' need satisfaction, with their final behavior being determined by the interaction between individual needs and their perception of the organizational environment (Al-Nouri, 1994:33).

c. Its often overlooked yet significant impact on the behavior of individuals and organizational groups, thereby influencing their productivity and the organization's ability to meet its goals (Al-Tajm & Al-Sawat, 1995:330).

d. Its psychological and social effects on employees within tourism organizations.

e. Its relationship with other organizational variables such as planning—particularly when the planning aims to adapt to changing environments and align organizational goals with employees' personal goals (Al-Hiti & Younis, 1987:8).

f. Its role in influencing employees' behavioral and ethical outcomes by shaping and modifying their values and attitudes.

g. Its role in organizational development, serving as a vital indicator for measuring employees' job satisfaction (Al-Qataminah, 2000:27–28).

h. Understanding the nature of organizational climate in a tourism setting helps to identify, interpret, and manage employee and group behavior (Al-Awamleh, 1994:241).

i. The theoretical and practical attention given to organizational climate stems from its central role in ensuring organizational success, innovation, and adaptation in the face of continuous changes.

According to Al-Momani (2006:31–32), the importance of organizational climate also lies in:

- Adopting leadership styles appropriate to the nature and type of work,
- Achieving integration between organizational and personal goals,
- Understanding individual differences and employee needs and expectations,
- Establishing fair rules, incentive systems, and effective penalties,
- Promoting professional development,
- Ensuring justice and good interpersonal relationships,
- Encouraging consultative work and participatory decision-making.

Organizational climate also directly affects organizational outputs, such as exceptional employee performance, high job satisfaction, and reduced turnover and absenteeism. Some studies show an inverse relationship between a positive climate and both turnover and absenteeism—indicating that the more an organization supports trust and morale, the lower the turnover and absenteeism rates (Al-Muhammadi, 2005:62; Ali & Ali, 2005:23; Lee et al., 2007:225).

From the above, it is evident that positive factors in the organizational climate have a direct and favorable impact on employee behavior and performance, which in turn contributes to organizational success and goal achievement.

This conclusion is reinforced by numerous Arab and international studies in the literature of organizational behavior. For instance, a study conducted on cable factory workers in Algeria found a significant positive relationship between organizational climate and employee performance (Qubqub, 2008:163).

The importance of studying the organizational climate also lies in understanding its dimensions, which act as mediators between job satisfaction and organizational performance. Achieving harmony between individual and organizational goals can contribute to national economic growth. A supportive organizational climate in tourism organizations boosts national output, local income, and individual income, thereby promoting psychological stability and encouraging workplace performance and creativity (Al-Saffar, 2009:73). Moreover, it ensures high productivity and job stability while also influencing employees' reactions toward their work, their colleagues, and senior management (Al-Muhasina, 2001:197).

Organizational climate plays a crucial role in both organizational outcomes and employee satisfaction. As Litwin & Stringer (1963:1) note, the climate significantly determines an organization's long-term position due to its impact on various administrative behaviors.

Furthermore, studying organizational climate is vital due to its relationship with employees' physical and psychological health. Poor organizational climates are associated with low job satisfaction, diminished motivation, increased absenteeism, and workplace apathy. Such environments may lead to stress, anxiety, lack of trust, reduced cooperation, and ultimately, lower organizational performance and widespread inefficiencies—hindering the ability of tourism organizations to meet their objectives (Al-Haydar, 2006:78).

### **3. Dimensions of Organizational Climate:**

Organizational climate represents the internal work environment, with all its variables, characteristics, and interactions. It plays a significant role in shaping the ethical and professional behavior of employees by forming, modifying, and transforming values, habits, attitudes, and behaviors, etc.

Since organizational climate is essentially a collection of implicit beliefs and values that shape each individual's perception within a tourism organization, researchers continue to explore its true dimensions. However, there is a general consensus on the most critical dimensions, as presented in Table (1).

Table 1

No.	Name	Year	Factors
1	Gardon & Cummins	1979	Motivation, leadership, communication, decision-making, incentives, organizational structure, nature of work
2	Kouzes & Posner	1993	Communication, decision-making, leadership, motivation, monitoring, goal setting
3	Al-Olama	1994	Communication, decision-making, leadership, interaction and influence, responsibility, development
4	Al-Qaruti	1994	Leadership style, incentives, support and encouragement, communication
5	Al-Taie	1995	Communication, organizational structure, risk-taking, goal setting
6	Othmanah	1996	Leadership, procedures and policies, incentives, growth and development, nature of work
7	Al-Rubaie	1998	Organizational structure, leadership style, incentives, decision-making, monitoring
8	Al-Janabi	1999	Organizational structure, communication, decision-making
9	Al-Mahdawi	2001	Incentives, leadership, monitoring, procedures and policies, decision-making
10	Al-Muttar	2001	Communication, leadership, motivation, monitoring, goal setting
11	Al-Maamouri	2004	Communication, leadership, incentives, organizational structure
12	Yaqub	2008	Communication, organizational structure, decision-making, leadership

The following is an explanation of the dimensions selected for the applied part of the research. These dimensions were chosen due to their importance in the tourism and hospitality industry, as outlined below:

#### A. Communication:

Communication is considered one of the key pillars in achieving the goals of a tourism organization and in advancing its performance. The presence of clear communication systems between superiors and subordinates enhances mutual trust, encourages cooperation, and increases the willingness of both parties to work together toward the organization's goals. This, in turn, will reflect positively on employees' performance. (Podsakoff et al., 1996: 289)

Communication is also the core of administrative processes and the primary means for achieving organizational objectives. In this context, Varon (2002:



22) indicated that administrative communication plays an important role within the organization, as it ensures the smooth flow of information. The more efficient the communication systems are, the higher the overall work performance.

Communication is defined as "the process of exchanging information between a sender and a receiver, along with understanding the content of that information" (Gibson et al., 2003: 412).

Effective communication is the key to organizational success. Without it, employees would not be aware of what their colleagues are doing, management would be unable to obtain necessary input, and supervisors would not be able to issue the required instructions, guidance, or directives. Cooperation between organizational units would also be impossible (Hareem, 2004: 243).

Qaboq (2008: 17) pointed out that communication is reflected in the extent to which sufficient information is available to complete tasks, as well as the ease or difficulty of the means used to communicate between superiors and subordinates. These factors influence employees' willingness to exert voluntary effort to achieve the goals of the tourism organization.

### **B. Administrative Leadership:**

Administrative leadership is considered the soul of public administration. The vitality of an organization does not stem from its structure alone, but rather depends—first and foremost—on the qualities of its leadership. A well-structured organization undoubtedly facilitates administrative leadership, but that alone does not guarantee success. Many institutions may have all the necessary resources for success, yet still fail. Likewise, some technologically and globally advanced countries may not rank highly in certain life sectors. Therefore, effective leadership relies heavily on the competency and capability of the administrative body. (Al-Badri, 2001: 68)

Koontz and O'Donnell described administrative leadership as a process of influence exercised by a manager over subordinates, with the aim of persuading and motivating them to contribute effectively to cooperative efforts. (Kanaan, 2006: 97)

Similarly, Seckler-Hudson defined administrative leadership as "the ability to influence individuals and energize them to work together in a collective effort to achieve the goals of the organization." Thus, leadership in administrative settings is built upon three key elements: the presence of a leader who engages in influential activities, subordinates who are the recipients of this influence, and an organizational goal that the leader seeks to accomplish through cooperation with subordinates. (Al-Sakarneh, 2009: 56)

### **C. Motivation:**

Motivation is considered one of the most important topics in administrative thought, due to its direct influence on the behaviors and actions of employees in relation to achieving the goals of the organization in which they work.

Because of its significance, many researchers have offered various perspectives on motivation.

Mathis and Jackson define motivation as "a return received by the employee as a reward when performance levels exceed expected standards." (Mathis & Jackson, 1994: 281). Peter Kingies described it as the extent to which individuals feel that a fair reward system exists—one that is distributed impartially and perceived as being linked to good performance, with an emphasis on reward rather than punishment. (Peter Kingies, 2000: 8)

Al-Rubaie regarded motivation as a set of external factors that influence individuals' behavior and guide that behavior toward performing specific tasks efficiently and effectively—leading to the achievement of the organization's goals and the improvement of its performance. (Al-Rubaie, 2014: 40)

Motivation is therefore highly important in achieving both individual and organizational goals. In this context, Schuler stated that motivation supports the organization's efforts in attracting, selecting, and retaining qualified employees to carry out tasks suited to their abilities and experiences. (Schuler, 1995: 36)

Its significance lies in its role in unleashing employees' potential and energies and directing them toward optimal use. It also contributes to job satisfaction, which helps solve many administrative issues such as low productivity, high costs, and absenteeism. Moreover, it increases productivity and helps reduce costs. (Balkan, 1998: 298)

In addition, motivation helps shape an organization's distinct environment and characteristics that support the strategic objectives of both human resource management and the organization itself. It enables the organization to foster a positive and rewarding climate and to develop plans and expand toward other organizational goals such as rapid growth, sustainability, innovation, and high-level performance from its members. (Abdul Wahab, 1998: 1)

Thus, motivation influences the increase of loyalty and commitment among employees, promotes a spirit of cooperation, and spreads a sense of teamwork and solidarity—factors which, in turn, guide employees' behavior toward increased effort and dedication in achieving the organization's goals. (Joudeh et al., 2008: 175)

#### **D. Decision-Making:**

This stage involves identifying the specific issue that requires a decision. Typically, the need to make a decision arises from a sense of dissatisfaction with the current situation or a desire to achieve a better future state. The goal is to improve productivity and increase efficiency by making appropriate decisions and formulating policies that serve the organization.

Chandan (2009: 75) states that decision-making within an organizational context, in general, can be achieved through the fulfillment of the following conditions:

1. Decision-making requires managers with deep thinking abilities operating at various organizational levels.
2. Decision-making demands that managers or decision-makers understand how problems are addressed.
3. It involves the continuous development and enhancement of creative skills and capabilities through the acquisition of knowledge.
4. It necessitates the formulation and construction of problems—based on the understanding that administrative problems in general, and productivity issues in particular, do not announce themselves but must be diagnosed, presented, and addressed.

Al-Farmawi (2009: 117) notes that decision-making, whether in simple or complex situations, requires the individual to recall or access past experiences and knowledge, then organize, summarize, or deduce relationships among them—along with other cognitive activities. Undoubtedly, cognitive style is considered one of the most important psychological variables linked to such cognitive processes and activities.

Paulm (2010: 6) points out that the importance and complexity of organizational decision-making have increased due to the growing size of organizations, their interaction with various external entities, and the accelerating pace of change in the modern world. Organizational decisions are crucial because they both affect and are affected by individuals and groups within and outside the organization, ultimately influencing the social and economic status of society as a whole.

Charibi (2011: 117) emphasizes that decision-making surpasses all other roles in any field. The success of an organization is strongly linked to the efficiency of its management in making decisions. Information is the cornerstone upon which decisions are based, and the accuracy, comprehensiveness, and timeliness of providing the necessary information are what elevate that efficiency.

#### **E. Organizational Structure:**

The organizational structure represents a set of formal relationships, duties, and tasks arranged according to administrative levels. In other words, it defines and organizes responsibilities and authorities, directing collective efforts toward the organization's goals. The structure is also considered a dynamic element within the organization, as it evolves in response to strategic requirements. This means that structure follows strategy, and when there is a misalignment between the two, the structure must adapt to better align with the strategic direction—any change in strategy necessitates a corresponding structural adjustment (Burnett, 1984: 60).

According to Al-Shamma and Hammoud, the organizational structure refers to the framework or configuration that defines the internal composition of relationships within the organization. It clarifies the main and sub-divisions responsible for the various tasks and activities required to achieve organizational objectives. Additionally, it outlines the forms and types of

communication and the existing relationship networks, forming a hierarchical arrangement for relationships and communication flows.

To ensure efficiency in performance, the organizational structure must possess the following characteristics:

- a. A balance between authority and responsibility, with coordination between individual and organizational goals, along with clear lines of communication that enable effective leadership.
- b. Flexibility, achieved by periodically revisiting and adjusting the structure in accordance with changes in the internal and external environments in which the tourism organization operates. (Al-Shamma & Hammoud, 2007: 163–165)

## **Second: Psychological Flexibility**

### **1. The Concept of Psychological Flexibility:**

The concept of psychological flexibility has garnered significant attention from researchers. According to Rizouk (1979: 278), psychological flexibility is a trait within an individual that aids in adaptation and adjustment. It reflects a readiness and openness on the part of the individual to modify and align personal abilities and dispositions with changing circumstances. Tahan (1992: 181) defines it as the ability to adapt in frustrating situations by seeking various solutions to problems, without displaying helplessness in the face of challenges.

Jordan (1992: 19) defines psychological flexibility as "the individual's ability to overcome adversity, survive stress, and transcend obstacles and hardships." Similarly, Al-Sufi (1996: 141) describes it as the fine line between complete rigidity that borders on stagnation and uncontrolled movement that lacks boundaries—flexibility, in this sense, is motion without losing coherence, and stability that does not inhibit movement.

Hassan (2009: 6) views psychological flexibility as "the individual's readiness and ability to positively interact with the changing pressures of life and to face challenges that affect behavioral responses and social relationships." According to Richard Owen (2006: 6), it is the capacity to adapt effectively and perform positively even under high risk, chronic stress, or prolonged traumatic events.

Hayes, Strosahl, and Wilson define psychological flexibility as "being in contact with the present moment with full awareness, guided by personal values within the given context" (Frank Bond, Hayes, Holmes, 2006: 28).

Al-Ahmadi (2007: 3–4) states that psychological flexibility is the emotional and cognitive response that enables individuals to adapt positively to various life situations, whether through mediation, willingness to change, or choosing the simplest solutions. Southwick et al. define it as the individual's capacity to adapt successfully or change in the face of adversity, including elements such as positive emotions, cognitive flexibility, and effective coping strategies, which also serve as protection from the negative impacts of depression (Robert Birzak, Douglas Johnson, 2009: 15).

Michelan (2010: 9) describes psychological flexibility as the ability to remain focused on the present moment without ruminating on negative thoughts or engaging in avoidance. According to Abu Halawa (2010: 4), it is "the process of positive adjustment to adversity, trauma, misfortune, or ordinary psychological pressures faced by individuals—such as family problems, interpersonal relationship issues, serious health conditions, work stress, and financial difficulties. It also includes the ability to recover from the negative effects of such hardships and to move forward effectively and confidently in life."

Kashdan and Rottenberg (2010: 4) describe it as the continued ability to face challenges and adversity. They note that psychological flexibility is supported by a number of core elements, including optimism, problem-solving, self-efficacy, self-regulation, emotional awareness, resilience, empathy, strong relationships, and spirituality, among others. Qaddawi (2012: 75) defines it as "relatively stable personality traits that enable a person to quickly recover from negative experiences and to flexibly adjust to the continuous demands of life."

## **2. Psychological Theories Explaining Psychological Flexibility**

### **A. Erik Erikson's Theory:**

Erik Erikson's view on the development and integration of personality is centered on what he termed "Life Crises," which represent progressive and escalating adaptation problems. This adaptation is achieved when there is flexibility in dealing with reality, which can be referred to as psychological flexibility (Mahfouz, 1986: 13). Each stage of development, from birth to death, is characterized by conflicts and crises that require solutions through adaptive, developmental strategies suited to each stage (Jalal, 1985: 32-33).

### **B. Adler's Psycho-Social Theory (A. Adler Theory):**

Adler assumed that a healthy person is one who lives according to principles, with the flexibility to adjust these principles based on realistic and exceptional circumstances. This person works toward achieving goals that align with social interest (Saleh, 1988: 92).

Adler proposed four basic life styles people adopt to deal with problems: the dominant style, the dependent or receptive style, the avoiding style, and the socially distinguished style (Schultz, 1983: 78-80).

### **C. Traditional Psychoanalysis Theory (Freud's Theory):**

Freud believed that healthy development leads to the formation of a strong ego, which is a crucial variable in personality development in terms of the ability to face life's challenges and achieve adaptation. Natural development occurs when there is a balance between the components of the id, ego, and superego. When more mature and effective coping strategies replace earlier ones, adaptation occurs consistently (Rida, 2008: 34).

Freud also argued that personality adaptation is the final outcome of self-realization and the avoidance of pain through social reality, which outlines the fundamental characteristics of personality (Hafni, 2000: 22).



### 3. Factors Influencing Psychological Flexibility:

A variety of factors contribute to the development of psychological flexibility among employees in tourism organizations. These factors support and enhance the flexibility of employees in dealing with situations they encounter within tourism and hospitality organizations. This, in turn, promotes interaction and harmony with the daily work system. Service-oriented organizations, which depend on the production and consumption of services in one place, are particularly affected by this concept. As a result, the researchers have directed their attention to this aspect, emphasizing its application in service-based organizations:

**Table 2**

No.	Author	Year	Factors
1	McMillanet	1992	Positive Thinking, Analytical Ability, Values and Beliefs, Adaptability
2	Fahmi	1995	Adaptability, Positive Thinking, Analytical Ability, Beliefs
3	Werner	1995	Self-Development, Positive Thinking, Adaptability, Analytical Ability
4	Van Breda	2001	Effectiveness, Communication Skills Development, Analytical Ability, Adaptability, Self-Development
5	Matthew	2007	Self-Confidence, Adaptability, Analytical Ability, Realism, Positive Thinking, Values and Beliefs
6	Radi	2008	Positive Thinking, Adaptability
7	Memphis & Tennessee	2010	Self-Confidence, Communication Skills Development, Adaptability, Analytical Ability, Positive Thinking
8	Danet	2010	Values and Beliefs, Positive Thinking, Adaptability, Analytical Ability
9	Lisa & Others	2011	Circumstance Management, Analytical Ability, Personal Relationships, Forgiveness, Alertness, Positive Thinking, Realism, Beliefs, Adaptability
10	Shaqoura	2012	Positive Thinking, Analytical Ability, Adaptability

#### A. Positive Thinking:

Scott W. (2003: 49) defines positive thinking as our inherent ability to achieve better outcomes through positive thoughts. It is a positive mood that an individual conveys to others through their actions towards people and events, having a good outlook on matters and interpreting them in a way that emphasizes the positive aspects while ignoring the negative ones. Positive thinking involves using the mind and mental processes in daily life to interpret phenomena, relationships, and interactions with others in an original, positive, and optimistic manner.

Shaqoura (2012: 44) defined it as optimism and the feeling of capability and success, where thinking of failure leads to failure, while thinking of success leads to achieving it.

Thus, the importance of positive thinking is clear: a person can decide how they think. If they choose to think positively, they can eliminate many unwanted feelings that may hinder their progress (Keit Keenan, 2005: 51).

### **B. Self-Confidence:**

Scholars disagree on the definition of self-confidence. This is because, like many concepts, self-confidence faces ambiguity in being clearly defined as a scientific term agreed upon by researchers. Some scholars refer to it as "self-esteem," others as "assertive behavior," and some as "psychosocial competence." The most significant definitions of self-confidence are as follows:

Dubrin defines self-confidence as "the belief in one's ability to achieve the goals they desire in many situations or in specific circumstances" (Dubrin, 1994: 430). According to Giradano and Dusek, self-confidence is "the individual's subjective feeling about their place and ability to face various matters in life, which grows through achieving personal goals that begin as thoughts in the individual's mind and find their way into reality through planning and utilizing accumulated experiences" (Ali, 2000: 157). Priston defined it as "the ability to express oneself with confidence, adhere to one's needs, desires, and values, while simultaneously respecting others" (Al-Mufriji, 2008: 187).

### **C. Adaptability:**

In psychology, adaptability is a continuous dynamic process where a person aims to change their behavior to establish a more harmonious relationship with their environment. Based on this understanding, we can define this phenomenon as the ability to establish harmonious relationships between an individual and their environment (Fahmy, 1995: 33).

There is a strong relationship between psychological flexibility and adaptability, where psychological flexibility is considered one of the most important factors necessary for personal and social adaptation. A flexible person responds appropriately to new stimuli, while a rigid, inflexible person does not accept changes in their life, which disrupts their adaptation and relationships with others. Conversely, a flexible individual can adapt more easily to new environments. This means that an individual's adaptability is easier when they are flexible, and the opposite is true: the less flexible an individual is, the harder it is for them to adapt to new circumstances (Shaqoura, 2012: 19).

Adaptability is one of the most critical factors for personality balance and psychological well-being. People are usually exposed to internal and external pressures and conflicts, and they must face them with psychological flexibility to maintain their psychological equilibrium. Psychologists view adaptability

as an ongoing process involving dealing with events and pressures in a person's personal and social context (Obaid, 2008: 43-44).

#### **D. Analytical Ability:**

It is an accepted fact that "no task is without its problems," but naturally, these problems differ in nature. The methods for solving them also vary, as do the capabilities of those solving the problems, depending on their behaviors, personalities, and thinking patterns. Undoubtedly, a manager with analytical and problem-solving skills will feel complete satisfaction upon solving problems using different thinking methods that offer many advantages and uses in problem-solving, which can be summarized as follows (Fred, 2009: 143-145):

1. Significantly contributing to increasing the manager's awareness of the problem.
2. Helping the manager define and understand the problem.
3. Identifying the problem in a very precise manner.
4. Assisting in finding facts, generating alternatives, and ideas that increase analytical ability.
5. Contributing to finding "out-of-the-box" solutions that lead to progress and advancement over others.
6. Helping to diagnose potential problems before they occur and addressing them before they escalate.
7. Enabling managers to come up with new and radical intellectual solutions to problems, thanks to original thinking and the use of the best individual creative skills.

Al-Shammari pointed out that a creative person is one who works with simple information when taking on a new task, leveraging their ability to simplify and organize ideas while working according to well-thought-out principles. Creative individuals are also described as those who can take an idea or task and break it down into its components (Al-Shammari, 2001: 73).

### **Third Section: Statistical Analysis and Hypothesis Testing**

#### **First: Research Methodology:**

In accordance with the research problem and its hypotheses, the researchers adopted a descriptive-analytical method to examine the relationship and impact of organizational climate as an independent variable and the psychological flexibility of employees as a dependent variable in certain hotel organizations operating in Baghdad. The sample included six hotels, all classified as five-star hotels. The data collected was analyzed statistically.

A questionnaire was specifically designed for this purpose and distributed to the hotel management teams in the sample, with four questionnaires per hotel. The independent variable, which is the organizational climate, was measured through 20 questions covering basic dimensions, including (communications, administrative power, decision-making, motivation, and organizational structure). The dependent variable, which is psychological flexibility, was

measured through 16 questions that address its aspects, namely (positive thinking, self-confidence, adaptability, and analytical ability).

Tables (3) and (4) show the statistical analysis of the organizational climate dimensions and the psychological flexibility dimensions of the employees based on the responses from the questionnaire sample.

### **Second: Study Variables Level:**

Several researchers have studied the variables of organizational climate and psychological flexibility as essential factors contributing to the development and growth of tourism and hotel organizations. In order to assess the level of organizational climate dimensions and psychological flexibility factors, we will present the level of five key variables of the organizational climate and four variables of psychological flexibility. The following statistical measures were used to analyze the data from the questionnaire: arithmetic mean, standard deviation, and relative importance.

#### **1. Organizational Climate Dimensions:**

##### **1.1 Communications:**

The hotel managers, departments, and sections expressed their views on this dimension through the arithmetic mean values, which ranged from 5.48 to 5.03 for the items (the management relies on a variety of communication tools) and (senior management uses modern communication methods), respectively, with standard deviations of 1.41 and 1.67 for the two items. The overall arithmetic mean for all the items in this dimension was 5.23, with a standard deviation of 1.15, and a relative importance of 74.71%.

##### **1.2 Administrative Leadership:**

The results showed that the highest arithmetic mean was for the item (the management strives to provide a suitable environment for employees), with a value of 4.83 and a standard deviation of 1.79. The lowest value was for the item (the administrative leader in the hotel organization is able to solve complex problems), with a mean of 4.05 and a standard deviation of 2.17. The overall arithmetic mean for this dimension was 4.50, with a standard deviation of 1.51, and a relative importance of 64.28%.

##### **1.3 Decision-Making:**

The statistical analysis results showed that the arithmetic mean values ranged from 4.80 to 4.52 for the items (evaluating various available alternatives before making decisions) and (studying decision projects before issuance to determine their contribution to the organization's public interest), respectively. The standard deviations for these items were 1.64 and 1.90. The overall arithmetic mean for this dimension was 4.64, with a standard deviation of 1.27, and a relative importance of 66.28%.

##### **1.4 Motivation:**

The arithmetic mean values ranged from 5.00 to 4.43 for the items (the senior management uses a reward and incentive system) and (the senior management strives to foster creativity, respect, and appreciation), with standard deviations of 1.76 and 1.64, respectively. The overall arithmetic mean for this dimension

was 4.67, with a standard deviation of 1.28, and a relative importance of 66.71%.

### 1.5 Organizational Structure:

The study sample gave the highest value to the item (there is a high degree of clarity in the relationships between administrative levels) with an arithmetic mean of 4.53 and a standard deviation of 1.92. The lowest value was given to the item (no overlap in responsibilities in the organizational units of the tourism organization) with a mean of 3.88 and a standard deviation of 2.00. The overall arithmetic mean for this dimension was 4.26, with a standard deviation of 1.59, and a relative importance of 60.85%.

**Table 3**

Question No.	Items	Mean	Standard Deviation	Relative Importance %
	Dimension: Organizational Climate Dimensions - Communications			
1	Management relies on a variety of communication methods.	5.48	1.41	78.28
2	Communications between employees and top management are conducted very rapidly.	5.13	1.48	73.28
3	Top management depends on using modern communication technologies.	5.03	1.67	71.85
4	Top management exerts efforts to eliminate barriers hindering communications.	5.30	1.50	75.71
	General Mean for Communications	5.23	1.15	74.71
	Dimension: Administrative Leadership			
5	Administrative leadership seeks to provide an appropriate climate for employees.	4.83	1.79	69.00
6	The administrative leader is characterized by the required skills and expertise to perform tasks and responsibilities.	4.47	2.11	63.85
7	Leaders in tourism organizations have new approaches for	4.67	1.95	66.71



Question No.	Items	Mean	Standard Deviation	Relative Importance %
	innovation and creativity.			
8	The administrative leader in the hotel organization can solve complex problems.	4.05	2.17	57.85
	General Mean for Administrative Leadership	4.50	1.51	64.28
	Dimension: Decision-Making			
9	Decision projects are studied before issuance to assess their benefit to the organization's public interest.	4.52	1.90	64.57
10	Decision-makers resort to consultations before making decisions to understand their impacts and consequences.	4.63	1.66	66.14
11	Different and available alternatives are evaluated before making decisions.	4.80	1.64	68.57
12	Care is taken to involve subordinates in decision-making.	4.63	1.63	66.14
	General Mean for Decision-Making	4.64	1.27	66.28
	Dimension: Motivation			
13	Top management actively uses a system of rewards and incentives.	5.00	1.76	71.42
14	Employees feel a strong motivation to accomplish assigned tasks.	4.65	1.80	66.42
15	Top management is keen to foster a spirit of creativity, respect, and appreciation.	4.43	1.64	63.28
16	Top management pays attention to providing a system of moral incentives.	4.62	1.62	66.00
	General Mean for Motivation	4.67	1.28	66.71
	Dimension: Organizational Structure			

Question No.	Items	Mean	Standard Deviation	Relative Importance %
17	The organizational structure of your department aligns with the general objectives of the tourism organization.	4.52	2.03	64.57
18	There is a high degree of clarity in the nature of the relationship between administrative levels.	4.53	1.92	64.71
19	The organizational structure facilitates the speed and quality of work.	4.13	2.05	59.00
20	There is no overlap in the specializations among the organizational units in the tourism organization.	3.88	2.00	55.42
	General Mean for Organizational Structure	4.26	1.59	60.85
	Overall General Mean for Organizational Climate Dimensions	4.44	1.02	63.42

From the previous presentation, we can conclude the following:

**1. The High Level of Organizational Climate Dimensions:**

From the perspective of the sample, the levels of the organizational climate dimensions (communications, administrative leadership, decision-making, motivation, organizational structure) were all above the standard mean, with the arithmetic mean for each of these dimensions being higher than the standard average. However, the level of attention to communications was higher than the level of attention to the other dimensions.

**2. The Overall High Level of Organizational Climate:**

The overall level of the organizational climate dimensions was high, as evidenced by the general arithmetic mean of 4.44, which is above the standard mean. This is further confirmed by the first response to the first research question regarding the intellectual dilemma.

**3. Noticeable Difference in Opinions on Organizational Climate Dimensions:**

A clear difference in opinions on the items related to organizational climate dimensions is observed, as evidenced by the standard deviation value of 1.02.

**Third: The Level of Psychological Flexibility Factors:****1. Positive Thinking:**

The responses from the study sample agreed on giving the highest value to the items related to positive thinking. The item *"Employees are characterized by seriousness and diligence at work"* had an arithmetic mean of 4.93 with a standard deviation of 1.52, while the lowest value was for the item *"Employees can perform the tasks they are assigned"* with an arithmetic mean of 3.30 and a standard deviation of 1.85. The general arithmetic mean for all items was 4.22, with a standard deviation of 1.07 and a relative importance of 60.28.

**2. Self-confidence:**

The statistical analysis results for the self-confidence items showed that the arithmetic means ranged between 4.66 and 4.08, with standard deviations of 1.25 and 1.72, respectively. The items *"Employees work regularly due to high self-confidence"* and *"Employees express themselves with new ideas related to their work tasks"* were included. The general arithmetic mean for all the items was 4.34, with a standard deviation of 1.21 and a relative importance of 62.

**3. Adaptability:**

The item *"Top management seeks opportunities that provide better options"* had the highest arithmetic mean of 4.15, with a standard deviation of 1.80, while the item *"Employees align with the values and ethics of the guests"* had the lowest value of 3.73, with a standard deviation of 1.65. The general arithmetic mean for all items was 3.92, with a standard deviation of 1.20 and a relative importance of 56.00.

**4. Analytical Ability:**

According to Table (4), the item *"Top management ensures understanding the relationship between things and interpreting them"* had the highest value in the arithmetic mean, reaching 4.52, with a standard deviation of 1.85. The item *"Top management can identify the details of work before starting its implementation"* had the lowest value with an arithmetic mean of 3.78, and a standard deviation of 1.89. The overall arithmetic mean for all items was 4.01, with a standard deviation of 1.24 and a relative importance of 58.

Table 4

Question No.	Items	Mean	Standard Deviation	Relative Importance %
	Dimension: Psychological Flexibility Factors – Positive Thinking			
21	Employees feel positive engagement within the organizational life of the hotel.	4.43	1.88	63.28
22	Employees are able to perform the tasks assigned to them.	3.30	1.85	47.14
23	Employees are characterized by seriousness and diligence at work.	4.93	1.52	70.42
24	Employees bring joy and happiness into life.	4.22	1.21	60.28
	General Mean for Positive Thinking	4.22	1.07	60.28
	Dimension: Self-Confidence			
25	Hotel staff trust the actions and behaviors they perform.	4.25	1.71	60.71
26	Management exerts great effort to enhance employees' self-confidence.	4.39	1.63	62.71
27	Employees express themselves through new ideas related to their work tasks.	4.08	1.72	58.28
28	Employees work consistently due to their high self-confidence.	4.66	1.25	66.57
	General Mean for Self-Confidence	4.34	1.21	62.00
	Dimension: Adaptability			
29	Top management seeks opportunities that provide better options.	4.15	1.80	59.28
30	Employees align themselves with guests' values and ethics.	3.73	1.65	53.28
31	Employees adopt ideal methods to improve the provision of	3.88	1.78	55.42

Question No.	Items	Mean	Standard Deviation	Relative Importance %
	tourism services.			
32	Employees cooperate to create an appropriate work environment.	3.92	1.20	56.00
	General Mean for Adaptability	3.92	1.20	56.00
	Dimension: Analytical Ability			
33	Top management possesses the ability to organize ideas effectively.	4.00	2.07	57.14
34	Top management is able to identify work details before implementation.	3.78	1.89	54.00
35	Top management is keen to understand and interpret relationships between variables.	4.52	1.85	64.57
36	Top management seeks the credibility, soundness, and accuracy of information and its sources.	4.10	1.50	58.57
	General Mean for Analytical Ability	4.01	1.24	58.00
	Overall General Mean for Psychological Flexibility Factors	4.12	1.05	58.85

### Conclusions from the previous presentation:

#### 1. High level of organizational climate dimensions:

From the perspective of the study sample, the mean values for the dimensions of positive thinking, self-confidence, adaptability, and analytical ability were all higher than the average standard, except for adaptability, which was slightly lower. However, the level of attention to self-confidence was higher than the attention to the other factors.

#### 2. High level of psychological flexibility factors overall:

The study observes a high overall level of psychological flexibility from the perspective of the study sample, with an overall mean value of 4.12, which is higher than the average standard. This is confirmed by the second answer to the first inquiry related to the intellectual dilemma.

#### 3. Clear differences in opinions on psychological flexibility factors:

A clear difference in opinions is observed regarding the items related to



psychological flexibility factors, as evidenced by the standard deviation values of 1.05, indicating a variety of responses among the participants in the study.

#### **Fourth: Testing the Research Hypotheses:**

##### **1. First main hypothesis HO1:**

There is no statistically significant relationship at a confidence level of (0.05) between organizational climate and the psychological flexibility of employees in the hotel business organizations of the research sample.

The Pearson correlation coefficients between the variables are shown in Table (5).

**Table 5**

Independent Variable	R Value	Dependent Variable	Test Result
Organizational Climate	0.73	Psychological Flexibility	Rejection of the First Main Hypothesis and Acceptance of the Alternative Hypothesis

Table (5) shows the results of the statistical analysis of the correlation between organizational climate and the psychological flexibility of employees, using the Spearman correlation matrix.

From the results of Table (5) above, it appears that there is a statistically acceptable correlation between the main variables of the study, which are organizational climate and psychological flexibility in the hotels of the research sample, with a correlation coefficient of (0.73).

Since the correlation coefficient is high and acceptable, it allows rejecting the first null hypothesis (HO1) and accepting the alternative hypothesis, which suggests that there is a statistically significant relationship at the 0.05 significance level between the organizational climate and its variables as an independent variable and the psychological flexibility of employees and its variables as a dependent variable in the hotel organizations of the research sample.

##### **2- Testing the second main hypothesis: HO2**

There is no statistically significant effect at the 0.05 significance level of organizational climate on the psychological flexibility of employees in the hotels of the research sample.

Table (6) below shows the results of the statistical test to determine the validity of the second main hypothesis regarding the effect of organizational climate on the psychological flexibility of employees.

Table 6

**Statistical Analysis for Testing the Effect of Organizational Climate on Psychological Flexibility**

Variable	R <sup>2</sup>	B	T-Calculated	Sig	F-Calculated	Test Result
Organizational Climate	0.417	4.16	0.05	25.37	0.53	Rejection of the Second Main Hypothesis and Acceptance of the Alternative Hypothesis

The table shows that the coefficient (B) reached 0.417, which is statistically significant based on the calculated T-test value of 4.16, which is greater than its tabular value at a 0.05 significance level. It is also noted from the table that the calculated F-test value is 25.37, which is greater than its tabular value at the 0.05 significance level.

The table further indicates that the explanatory value for the organizational climate's impact on the psychological flexibility of employees, according to the coefficient of determination (R<sup>2</sup>), reached 0.53. This means that 53% of the variation in the psychological flexibility of employees and its variables in the hotel managements of the research sample is explained by the effect of the organizational climate and its variables in those hotel administrations, within which the employees of the hotels in the research sample operate.

The results of the above analytical test allow the researchers to conclude that there is a statistically significant effect of the organizational climate on the psychological flexibility of the employees in the hotels of the research sample. This means that the second main hypothesis (HO2) in the research is rejected, and the alternative hypothesis is accepted, which is that there is a significant effect of the organizational climate on the psychological flexibility of the employees in the five-star hotels of Baghdad, which were part of the study.

These results are important and acceptable to the researchers as they support the theoretical viewpoint adopted and confirm its administrative and behavioral acceptance. They assert that the organizational climate and its variables play a significant and effective role in enhancing the psychological flexibility of employees in the hotels.

This analysis confirms the existence of a relationship between the independent and dependent variables in the research, as well as the existence of an impact of the independent variable (organizational climate) on the dependent variable (psychological flexibility of employees). This suggests that hotel managements are aware of and concerned with improving the organizational climate and its effect on the psychological flexibility of their employees. Such attention will undoubtedly reflect on the hotel's future as a service-oriented business organization, enabling it to ensure a competitive position in both the hotel and tourism market in Iraq.

From this, it can be concluded that hotel managements have realized the importance of improving the relationship between the organizational climate and the psychological flexibility of employees, which challenges the prevailing opinion that hotel organizations in Iraq are merely inactive service businesses in the tourism and hospitality sector, neglecting and being indifferent to the developmental aspects of their employees, particularly the organizational climate and its variables, as well as psychological flexibility and its variables, which are crucial for development, creativity, and strengthening their competitive position in the market.

#### **Section Four: Conclusions and Recommendations**

##### **First: Conclusions**

1. The analysis confirmed that hotel organizations are concerned with enhancing the organizational climate and its variables as an important factor for success and development, given the rapid internal changes within these organizations in accordance with the environmental variables in which they operate.
2. The results showed that the organizational climate, with its dimensions, is strongly correlated with the psychological flexibility of employees, with its selected dimensions, which in turn reflects on their performance in these hotel organizations.
3. The analysis confirmed that the psychological flexibility of employees within hotel organizations enables individuals to interact positively with life changes, which reflects in the behaviors of the employees.
4. The analysis showed that there is a correlation between the organizational climate and its variables and the psychological flexibility of employees and their variables in hotel organizations. This explains that the more integrated and accepted the organizational climate and its variables are, the better the psychological flexibility of employees in hotel organizations.
5. The results of the analysis showed that the organizational climate and its variables have a clear effect on the psychological flexibility of employees in the hotel organizations sampled in this study.

##### **Second: Recommendations**

1. Hotel organizations should focus on studying the relationship between the organizational climate, which defines their administrative framework, and the psychological flexibility of employees, which determines their job behaviors. This relationship should be regularly monitored, as hotel work is a service job that changes according to the behaviors of employees and the changing work environment.
2. It is essential to spread administrative culture among employees in hotel organizations and emphasize the importance of psychological flexibility by holding training courses, specialized seminars, and raising the employees' cognitive and behavioral awareness.
3. It is necessary to strengthen the interaction between the organizational climate and the psychological flexibility of employees, as this dual

relationship will ensure the continuity of innovation in hotel organizations and enable them to create a competitive environment that guarantees development and growth.

4. Hotel organizations should apply guideline programs concerning the organizational climate and psychological flexibility within the organizations sampled in this research.

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## اثر المناخ التنظيمي على المرونة النفسية للعاملين في المنظمات الفندقية دراسة تطبيقية في فنادق الدرجة الممتازة لمدينة بغداد

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مستخلص البحث:

هدف البحث الى تحديد علاقة وأثر المناخ التنظيمي بمتغيراته المختلفة على المرونة النفسية للعاملين بمتغيراتها المختلفة في منظمات الاعمال الفندقية . وتظهر أهمية البحث من أهمية المتغيرات التي تم اعتمادها للمناخ التنظيمي كمتغير مستقل وهي : الاتصالات، القوة الادارية ، اتخاذ القرار، التحفيز، والهيكل التنظيمي وللمرونة النفسية للعاملين كمتغير تابع وهي التفكير الايجابي، والثقة بالنفس، والقدرة على التكيف، والقدرة على التحليل . تم دراسة الموضوع في ست فنادق من فنادق الدرجة الممتازة في مدينة بغداد حيث تم استطلاع آراء مجموعة من المدراء ورؤساء الاقسام في الفنادق عينة البحث بلغ عددهم (24) مديراً ورئيس قسم ، كما أعتمد البحث للتحقق من علاقة وتأثير المناخ التنظيمي على المرونة النفسية للعاملين بالاعتماد على إستبانة تألفت من ( 36 ) فقرة شاملة تتعلق بمتغيرات البحث . خرج البحث بمجموعة من الاستنتاجات من اهمها وجود علاقة ارتباط قوية بين المناخ التنظيمي والمرونة النفسية للعاملين كما توصل الي استنتاج مهم وهو ان للمناخ التنظيمي وابعاده أثر فاعل على المرونة النفسية للعاملين . وانتهى البحث بعدد من التوصيات، من أهمها تثقيف المسؤولين والعاملين في القطاع السياحي بأهمية الاهتمام بالمرونة النفسية للعاملين لانها العامل الاساس في تشكيل المنظومة التكيفية لكافة العاملين لمواجهة الضغوط النفسية داخل المنظمات الفندقية من اجل صياغة قاعدة استقرار للعاملين في هذه المنظمات وتعزيز دور هذه المنظمات لتكون رافدا اساسيا للخدمة السياحية في العراق .

**الكلمات المفتاحية :** المناخ التنظيمي، المرونة النفسية للعاملين في منظمات الاعمال الفندقية.