

The Impact of Organizational Climate Dimensions on the Quality of Customer Service

An Empirical Study in Sulaymaniyah International Airport

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أثر أبعاد المناخ التنظيمي على جودة الخدمة - دراسة تطبيقية في مطار
السليمانية الدولي

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المستخلص:

يتناول هذا البحث تأثير المناخ التنظيمي في جودة الخدمة المقدمة للزبائن في مطار السليمانية الدولي. إذ يسعى البحث إلى تحليل أثر المناخ التنظيمي بأبعادها (الهيكل التنظيمي، وأسلوب القيادة والاتصال، والمشاركة في صنع القرار والتكنولوجيا) على جودة خدمة العملاء في المنظمة المبحوثة. ولبلوغ أهداف البحث واختبار فرضياته تم الاعتماد على استمارة الاستبيان للحصول على المعلومات المطلوبة للجانب العملي، وذلك باستخدام استمارتين منفصلتين، استمارة خاصة بالمناخ التنظيمي التي تم الإجابة على فقراتها من قبل موظفي المؤسسة المبحوثة، اما المعلومات الخاصة بجودة الخدمة؛ وتم الاعتماد على آراء الزبائن (المسافرين) من خلال استمارة خاصة بذلك، وتم اعتماد مقياس ليكرت الخماسي فيهما، وتم توزيع (50) استمارة على الموظفين و (35) استمارة على الزبائن وتم إرجاع كل الاستثمارات لدى الموظفين أما الاستثمارات لدى الزبائن فقد تم إرجاع 70% منها وخضعت جميع الاستثمارات للتحليل الإحصائي باستخدام برنامج (SPSS). وأفضى البحث إلى مجموعة من الاستنتاجات أهمها إن هناك أثر معنوية للمناخ التنظيمي بإبعاده (الهيكل التنظيمي - ونمط القيادة - ونمط الاتصالات - والمشاركة في اتخاذ القرارات - واستخدام التكنولوجيا) على جودة الخدمة، وعند اختبار تأثير إبعاد المناخ التنظيمي بشكل منفصل على جودة الخدمة، أفضت النتائج إلى وجود تأثير لاستخدام التكنولوجيا على جودة الخدمة وعدم وجود تأثير للإبعاد الأخرى على المتغير التابع. وقدم الباحثون مجموعة من التوصيات من أهمها ضرورة توجيه إدارة المطارات بالاستمرار في الاعتماد على التكنولوجيا في أداء الأعمال وتقديم الخدمات للزبائن وزيادة العناية والاستفادة من التقنيات والتكنولوجيا ومواكبة التطورات التي تحصل في هذا المجال

الكلمات المفتاحية: المناخ التنظيمي_ خدمة الزبائن_ مطار سليمانية الدولي.

Abstract:

The present research is an attempt to highlight the impact of the organizational climate on the quality of customer service in Sulaymaniyah International Airport. We attempt to analyse the impact of organizational climate and quality of customer services, also their dimensions (Organizational structure, Leadership style, Communication, Participate in decision-making and technology) affect the quality of customer service in organization researched. Data were collected from 50 employees and 35 customers through convenience random sampling method, we used to use two different types of questionnaires organizational climate was the one which answered by the staff of the institution, whereas information which related to the quality of service has depended on the customer's opinions. Analysis of data was done by using Likert scale Quintet for analysis, questionnaire forms have been analysed by using statistical software (SPSS). Results revealed a significant influence of

technology on the quality service while did not show significant role of other dimensions. Researchers suggest that it's significantly important to management in the airport to use technology in their performance, also providing the service to customer, furthermore the provision of services to customers and benefit of the techniques and technology and keep abreast of developments.

Keyword: Organizational Climate, Customer Service, Sulaymaniyah International Airport.

1. INTRODUCTION:

In the 21st century, Organisations is facing more challenges than ever before. These challenges are not unique to any specific organization, but affect all organizations, regardless of their structure or size. Organizational climate, in particular, is constantly challenged by changes impacting all the process of organizations. Organizations are constantly seeking to enhance their performance to outdo their competitors. Organizational climate increasingly important to environmental changes, in others hand organizations need to innovate that is to explore and implement a new idea. In another word, rapid changes and requirement by customers, increase competition, and the technological progress led to increasing the attention to the organizational climate as an opportunity to gain access to quality services, which meet the objectives of the organization in terms of both success and distinction. Consequently, this study aims to statement the concept organizational climate and quality of service in terms of dimensions, methods indicators measured to the knowledge of the needs and expectations of customers. It was also covered how to find methods to improve the quality of services, therefore the analytical study was conducted of data that collected in the questionnaire which distributed over a group of employees who work in Sulaymaniyah International Airport.

2. REASERCH METHODOLOG:

2-1 REASERCH PROBLM:

The services that offered by any organization to their customers positively affect the loyalty of organization, quality services affected by a set of factors dimensions of organizational climate is the most important one, the study requires to clarify the dimensions of organizational climate and explain role quality of services that provided by the Organization, generally, we summarise the research problem in the following question:

Is the organizational climate effect on the of customer quality services in the organization?

2.2 REASERCH IMPORTANATS:

The following aspects clarify important of study:

- 1- Clarify the dimensions of organizational climate and quality of customer services which are considered as an important topic and fundamental element and has an essential impact on the success of organizations.
- 2- Identify the concept of organizational climate and its dimensions, and quality of customer services.
- 3- Analyze the impact between the dimensions of the organizational climate and the quality of customer services in the organization.

2-3 REASERCH OBJECTIVES:

According to the research problem and its importance we can say that the specific objective of current study is to clarify about the dimensions of the organizational climate and quality of services to managers and employees in the organization:

- 1- Describe and diagnosis dimensions of organizational climate and quality of customer services in the organization.
- 2- Analyse and determine the degree of relationship between research variables.
- 3- Give suggestions for improvement to the organization researched.

2.4 RESEARCH METHODOLOGY:

Research adopted on a descriptive analytical method and this is consistent with the data from this study.

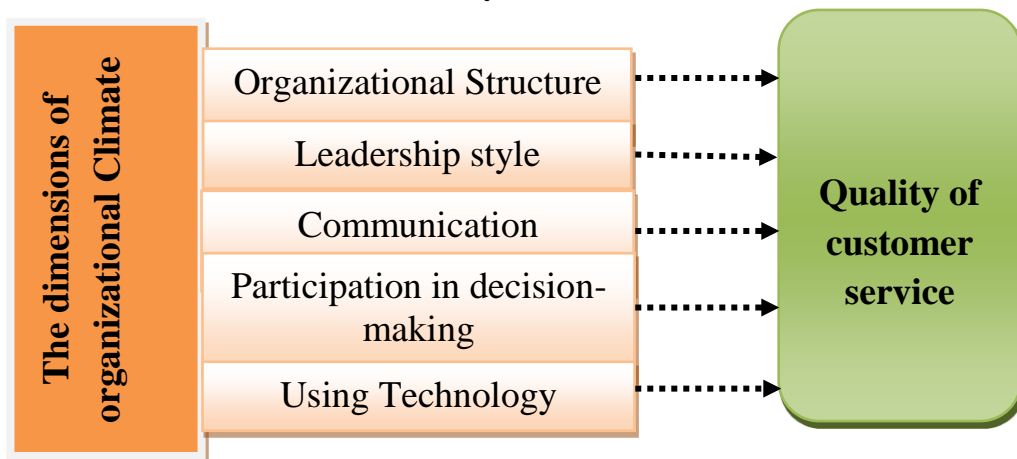


Figure number (1)
Outline of the study prepared by researchers

2-5 HYPOTHESES OF RESEARCH:

From information which available in literature related to the present study, hypotheses have been formulated as:

- 1- There is a significant impact of organizational climate on the quality of customer service.
- 2- Dimensions of organizational climate (Organizational structure, Leadership style, Communication, Participate in decision-making and technology) differently affect the quality of customer service in organization research

2.6 Data collection:

To obtaining valuable data and information, researchers depended on two types of sources.

Theoretical aspect: To obtain treasured data for covering practical side researchers depended on sources as scientific references, thesis, scientific journals, conferences, books, and sources which available on the Internet.

Practical aspect: The data were collected from a sample of a non-profit organization in Sulaimaniyah International Airport in Kurdistan. Sample contained 50 respondents from employees and passengers, this study an exploratory study it aimed to evaluate employees and 35 passenger's perception about organisation climate and quality of customer service so to achieve above objective qualitative method particularly well suited to obtain required information for this research, therefore, researchers prepared two form of questioner which related to organizational climate answered by staff of the organization and quality service which answered by customers (passengers), for this reason, we will explain the result of questionnaires form separately.

2-7 Statistical Analysis Method:

The data obtained from the study, have been evaluated via SPSS for Windows 20.0 program, to perform the following statistical analyses: Frequencies, percentages, averages and standard deviations (Regression – Linear) correlation and regression to test the variables related to dimensions of organizational climate and customer service.

2-8 Limitation of the research:

- 1- **Time limits:** In order to take the problematic search and access to the results of validate the proposed hypothesis we preferred to study and analyses on January 2016.
- 2- **Human limits:** the research contained employees and customers in Sulaimaniyah International Airport.
- 3- **Location limit:** this research adopted Sulaimaniyah International Airport.

3. Lecturer review:

For better understanding, this section provides an overview of the study of organizational climate; there are several empirical studies on the impact of

organizational climate and customer service. (Schneider, 1975, 1990, and 2000) illustrates that despite organizations delivering high quality of service; promote employees and preparing favorable climate, concerned with both retaining current customers and attracting new ones. (Solomon et al., 2002: Glisson and James, 2002: Kotter, 2011) highlight that organizational climate has a pronounced impact on innovation brought improvement in their processes, to adapt to market trends and to seek constant growth. In others hand, (Solomon et al, 2002) clarified that supportive organizational climate typically increases the perceptions of support for innovation in any organisation. As (Viswanathan, 2015) demonstrated in his study that organizational climate can be defined as the “personality” similarly (Chiaburua, et al., 2013) mentioned that is the set of characteristics that differentiate one organization from other; it also influences the performance and success.

(Johnson, et al., 2001) explained that leadership and communication influence organization climate through different mechanisms on employee’s perceptions. In others, word "leadership and communication were found to effectively predict group performance "(Davidson, 2000, 17). Organizational climate is affected by the principal’s leadership. Hartnell and Oke’s state “that leadership is influential in developing positive climates that can be then are used to enhance employee employee’s behaviour in organizations”. In another word According to (Helzberg, 2005: Viswanathan, 2015) Communication is like a heart of the organisation, honest communication between leader and follower about what happening will affect positively on employees perception and organization climate.

3-1 Organizational climate:

Organizational climate is a topic of increasing interest in management literature, dating back to the 1960s (Heyart, 2011). One of the earliest and most commonly accepted definitions of organizational climate (James & Jones, 1974; Johannesson, 1973; Moran & Volkwein, 1992; Woodman & King, 1978 Forehand and Gilmer, 1964) They defined it as a set of characteristics which distinguish the organisation from others organisation. Organizational climate is a multidimensional construct that encompasses a wide range of individual evaluations of the work environment, and ‘how it feels to work in a particular environment for a particular boss’ (Neal et al, 2000).

Organizational climate is a collective perception of the work environment by the individuals within a common system.”(Ali and Patnaik: 2014). Is a measurable property of the work environment that is either directly or indirectly perceived by the employees who work within the organizational environment that influence and motivates their behavior (Kanten & Ülker, 2013). More precisely it is measures of employees’ perception directly impact how well they can do their jobs (Kotter, 2011 and Putter, 2010). members perceptions about their organization with respect to such dimensions as autonomy ,trust ,cohesiveness ,support ,recognition

,innovation, and fairness, is produced by member interaction ,serves as a basis for interpreting the situation ,reflects the prevalent norms ,values and attitudes of the organisations culture and acts as a source of influence for behavior (Davidson, 2000).

3-2 The dimensions of organizational climate:

Organizational climate comprises management or leadership characteristics, participation in decision making, reduction of frustration, provision of benefits, personnel policies, and provision of good working conditions (Adenike, 2011). Therefore, significantly importance to know what factors influence organizational climate because it affects the outcome of the organization. Meanwhile, there is considerably less information on the antecedents of organizational climate than on its consequences (Putter, 2010). In our research we focus on the following dimensions even shows us the importance of these dimensions in influencing the quality of service in the study area.

- 1- **Organizational structure:** The feeling that employees have about the constraints in the organization. Organizational structure refers to the rules, regulations, procedures have been implemented in an organization and is there an emphasis on “red tape” or is there a loose and informal atmosphere (Kanten & Ülker, 2013).
- 2- **Leadership style:** It refers to the total form to the actions of the leader and the magnitude of his philosophy, skills and attitudes to work and express the style of management of his subordinates in terms of being centralized or decentralized and the degree of authority which are permitted in decision making (Jaralla , 2010: Kotter, 2011 and Sadler, 2003).
- 3- **Communication:** is part of the process whereby rules, regulations, and responsibilities are designed and presented to members of the organization. Communication should not be overlooked when considering ways to improve services (Bolarinwa & Olorunfemi, 2009).
- 4- **Participation in decision-making:** Distributed decision making has become the predominant methodology of handling complex system (Schneeweiss, 2003). As James mentioned that increased the level of participation in decision-making are associated with grates overall satisfaction with the organization. Dreu and west suggested that participation is critical to a team’s ability to turn new ideas and individually held knowledge into innovation procedure (Dreu, west, 2001).
- 5- **Technology:** Technology change organizations in terms of stay continuity and keep up with developments in the Environmental changes (Kemerer, 1998). It has become a facilitator for major change in the structure and processes of the organization, it led to improving productivity and decision-making also reduce costs (Patterson, 2004: 2) as well as strength relationship customer led of new strategic to rise organizational performance. As

(Kemerer) explained, the organization can create business success from combining information technology with process change (1998).

3-3 Service:

Over few years' organizations emphasis on enhancing service to their customers, this will impact individuals, firms, and societies to become widespread (Somerville, Elliott, 2011 and Lewis, McDermott, 2006). Customer service is about understanding the needs of different customers, keeping promises and delivering consistently high standards. (Jahanshahi et al., 2011) and (Mosahab, et al., 2010) Explained that the processes which companies perform considering to raise the competition and for attracting entrepreneurial opportunities to increase profitability and better access to the market and increasing the customer satisfaction and loyalty level. Excellent customer service is crucial for good business (Hanno, Christian, 2009).

Additionally, providing great service leads to own your customers, (Zemke and woods 1998) described that the customer service is not about how you handle a transaction; it's about a good relationship with people who are an essential part of your business. For that reason, organisations must look for employees who keen to work with people, care for others and good as problem-solving, make sure that customers get what they want (Lewis, McDermott, 2006). Organisations job to give their customer great service, often it is difficult to handle different types of customer behaviours (Evenson, 2012). In another hand, providers must learn to see things from the customer's perspective they can understand the nature of customer expectation and then focus can do to help make the service transition a positive because service has become essential in all business (Helzberg, 2005 and Angelova, Zekiri, 2011).

In reality, the excellent service leads to enhance customer satisfaction which, in turn, increases the customer's desire to use the supplier's services in the future; consumers now are demanding the higher quality of services and products than ever before (Rogelberg, et, al., 1999: 422; Patterson, 2004: 5). Therefore, service is the most important that make differences between your organization and competitors; this lead company to be assured to great profit and reputation (Chinunda, 2013; Angelova, Zekiri, 2011). In addition, with more competitors competing for customer's attention, exceptional customer service is essential to staying profitable in business (Gibson, 2012).

3.4 Type of service:

The process of providing service to customers is related to those who providing, and the psychological circumstance of the person is affecting the type of service provided.

- 1- Cold Service: This kind of service depends on the procedures and methods of providing the service; this means there is not a specific rule of transactions with customers, therefore this lead to making incongruous attitudes and behaviours for these customers. For example (slow service, inconsistent, and uncomfortable).
- 2- Factory way of service: This method is characterized by a high interest in the procedural aspect of service, for instance, the service consistent and uniform to all customers at the right time and far from the anarchy. The personal side has been neglected for instance service is not transparent.
- 3- Rose Garden way: this kind is against the previous one, they have a great interest in the personality of provider they have an attractive transaction, friendly and ingenious of providing. In procedural side the service irregular and slow.

Quality service in this type both side personality and procedural which is the best way to for organization because there is no any complaint from the consumer (Angelova, Zekiri, 2011; Heyart, 2011; Grönroos, 1983).

3-5 Quality service:

Services are increasingly becoming a larger portion of many organizations' regionally, nationally, and globally. The perceiving quality of service is become the most important factor in business, the reason for naming the present business era as "Quality Era" Consequently, service marketing intellectuals and researchers have offered several metaphors of this issue. For example, (Zeithaml, et al., 1990) cited the most powerful competition weapon and (Clow, 1993) quoted it the organization's life-giving blood.

According to (Angelova and Zekiri, 2011) quality service is the measurement to what extent the service provider meets the customer's expectation companies recognise that in order to enhance profit, familiar and different from other, they should pay much attention to service quality. Many researchers suggest that customers assess service by comparing what they feel organisation should offer against the organisation actual service. Customers now demanding a high quality of service than ever before, so delivering unusual of service is a good strategy for businesses to enhance their achievements and succeed in their businesses (Grönroos, 1983).

(Eaglier and Langeard, 1987) they defined as 'the one that satisfied the customer'. Therefore, quality service is a key to survival companies. Organizations use quality service to increase efficiency, increase the customer satisfaction and loyalty, and better access to the market compute with others organizations (Zeithaml, et al., 1990).

3-6 Steps to achieving quality service:

The most common steps for achieving high quality of service and lead organization to be more powerful, (Clow, 1993; Dreu & West, 2001; Angelova nad Zekiri, 2011; Jahanshahi et al., 2011).

- 1- Show positive attitudes: Attracting the attention of customers and show concern of them through positive attitudes shown by service provider, psychological and readiness to meet customers and good-looking, and with a smile positive behaviour and effective self-confidence. Etc., lead to gain the desire for customers to obtain service they want. Besides, it promotes loyalty to customers in order to get the service and get them to repeat constantly.
- 2- Work to provide the needs of customers: Is not easy to persuade the customers to satisfy your service. This needs behavioural efforts to create a belief among customers or resolves any obstacles, for this reason, the service provider must present in a diplomatic response to the customer.
- 3- Ensuring their customers dealing with organisation: The process of confirming the continuity of dealing with the institution comes through creating loyalty to customers from some services, so is essential to service providers to have attention to their complaint and feedback and take the actual step to resolve it.

4. Result and Discussion:

To assess the Impact of Dimensions of Organizational Climate on the Quality of Service in Sulaymaniyah International Airport, and obtaining important information which required for practical side, the researchers distribute the questioners randomly to respondents (employees, customers' travelers). Rijkard scale Quantity was adopted for analysing data.

4.1 Description and diagnosis the respondents of the surveyed staff of the institution.

Table number (1)

Distribution the respondents of the institution according to (Years of service, Gender, Qualification)

Duration of Service in Years	Frequency	Percent %
Less than 5	7	14.0
(5-10)	11	22.0
(11-15)	18	36.0
More than 15	14	28.0
Gender		
Mal	21	58
Female	29	52
Qualification		
Diploma	14	28
Bachelor of	34	68
Higher Diploma	2	4
Overall	50	100

Source: prepared by researchers from information obtained from the questionnaire

On the basis of table (1) shows the answers of respondents, it can be said that the highest proportion were those who have experience between (11- 15) with the proportion of 36%. Followed by those who own experience more than (15) years with percentage 28%, while those with experience (5-10) years with rate 22% and the remaining of respondent those who with experience less than (5) years their percentage was 14%, these percentage suggest that the most of the respondents those who with long duration of service, therefore, this reflected the reality of the answers obtained. Following section displays the gender of the respondents it was found that the percentage of males 58% which is extremely high by comparing female proportion which was 42%, this distribution reflects the habits of our society that often encourages males more than females work in the Kurdistan Region. Next section clarify qualification of respondents shows that the percentage of those with a bachelor's degree was 68% which is obviously highest rate by comparing this with those who holding diploma and this high percentage refers to the ability of the respondents to answer consciously of the questionnaire, additionally, those who holding diploma reached 28% only 4% percentage obtaining higher diploma. With regard to the employees in Sulaymaniyah International Airport because majority of them qualified obtained high certificates also from different sex this shows that employees they have knowledge and experience how they make a good relationship and provide perfect service to their customers

4.2 Description and diagnosis of the research sample of customers (travellers).

Table number (2)

Gender	Frequency	Percent %
Males	21	60.
Females	14	40
Age		
from (15-20)	3	8.6
From(21-30)	11	31.4
From(31-40)	7	20
Over 41	14	40
Times of travel		
Once	10	28.6
Twice	9	25.7
Three times and more	16	45.7
Overall	35	100

Description and diagnosis of the research sample of customers (travelers).

Table (2) present the distribution of the respondents, first part presented the proportion of males approximately 60% followed by female ratio the 40%. Following part illustration the distribution of research respondents by age categories, obviously it shows that the largest proportion was for groups which have more than 40 years with 40%, moreover the categories (21-30) was approximately 31.4 % beside the group age (31-40) years accounted 20%, the remaining percentage they were categories (15-20) were accounted 8.6% , these percentages suggests that most of the respondents those with the oldest age and to satisfy their requirements they need higher quality services. Last part of table demonstrate the distribution of the respondent of customers by times of travel through surveyed institution, from respondent was the highest those with previous experience they travels more reached 45.7% it obviously shows ability of respondents to answer knowingly, because they familiar to differentiate between organisation and recognise those who deliver high quality of service, while those with first times of travel with this institution was accounted 28.6%, whereas those who were the second journey through the surveyed institution was accounted for 25.7%. With regard to customers (passengers), this table presented that most of respondent ranging ages between (21-41) and they travel more than one time this means that the customers (passengers) do not given biased information, and they have truthful information about transactions in Sulaymaniyah International Airport.

4-3 Testing research hypotheses:

For the purpose of testing hypotheses and verified the Effect of Dimensions of Organizational Climate on Quality of Customer Services, data were collected through a questionnaire, which adopted Likert scale quintet for measurement included five degrees descriptive (Strongly agree, agree, neutral, disagreed, strongly disagree) give them the value in order (5-1), when the level of significance (0.05). Examining the effect of the five dimensions of organizational climate on the quality of customer service

Table (3) shows the linear regression test result (Regression- Liner) to measure the impact of dimensions of independent variable on dependent variable, the result clearly shows that the absence of significant effect on organizational structure on the quality of customer service as (sig) level of significance (0.545) by square coefficient determination (R²) amount (0.854) estimation coefficient (B) amount (0.994). Additionally from respondent recognised that there is no significant influence of style leadership to the quality of customer service, as the level of significance (sig) at (0.561) and was the coefficient of determination (R²) that amount (0.854) estimation coefficient (B) with value (1.115), furthermore the dimensions of communication and participation in decision-making did not demonstrate the substantial effect of the quality service the result display the level of significance (sig) at (0.708) and (0.580) respectively, the value (R²) was at (0.854) the amount of (B) was at (0.620) and (-1.20) continuously, while the level of significance (sig) for using technology refers to (0.037) with value (R²) was at (0.854) amount of (B) was at (2.892) and this presented that using technology extremely affect the quality of service by comparing to others dimensions. Noteworthy that the previous data illustrate that dimensions (organizational climate, leadership style, communication, participation in decision-making) did not have important effect of the quality service, whereas dimension for using technology obviously has substantial effect on quality service.

Table number (3)

Shows the result of declining for determine the effect of the dimensions of independent variable on the dependent variable

Organizational climate (Independent Variable)	Quality of service (Dependent Variable)	R ²	B	Sig
Organizational Structure	Quality of customer service	0.854	0.994	0.545
Leadership pattern		0.854	1.115	0.561
Communication pattern		0.854	0.620	0.708
Participation in decision-making		0.854	-1.20	0.580
The use of technology		0.854	2.892	0.037

Result of testing the effect of the dimensions organizational climate of the quality of customer service

The table (4) prove the result of testing the impact of the dimensions of organizational climate to the quality of service and it shows that organizational climate has significant effect on the quality of customer service at (sig) level of significance (0.000) square coefficient of determination (R2) with amount of (0.841) and appreciation (B) with amount (0.947).

Table number (4)

Shows result of testing the effect of the dimension organizational climate of the quality of service

(Independent Variable)	(Dependent Variable)	R2	B	Sig
Organizational climate	Quality of service	0.841	0.947	0.000

Researchers found that technological aspect has significant effects more than others dimensions, such as organizational structure this shows that organizational structure restricted to senior management thus this aspect has minimum effect, similarly communication has impact but because of Limitations of official instructions and security side this shows minimum effect by comparing to the technology, moreover leadership style in Sulaymaniyah International Airport concentrate to the centralization because of region environment and organizational culture in Iraq that indicates to directly implement instructions rather than participating in decision-making. Furthermore, participation of employees in the process of decision-making this shows minimum effect because this directly related to the organizational structure and style of leadership. By comparing using technology to others dimension of organizational climate in Sulaymaniyah International Airport this presented that quality of customer service increasingly affects by technology this associated to rapid changes in the political and business environment.

5. FINDING AND RECOMMENDATION:

The link organizational climate and quality of customer service is the most popular research topics among service researchers, the purpose of the present study was to assess the impact of organizational climate dimensions on the quality of customer service in Sulaymaniyah International Airport.

5-1 FINDING:

- 1- this study realized that there a significant effect of dimensions organizational climate (organizational structure, leadership style, communication, participation in decision-making and using technology) on the quality of service which provided to the customers (passengers) in Sulaymaniyah International Airport
- 2- The above discussion illustrated insufficiency of organizational structure doesn't make a significant impact on the quality of service which provided to the customers (passengers) in Sulaymaniyah International Airport.

- 3- The results presented the shortage of a leadership style in Sulaymaniyah International Airport doesn't make a considerable impact on the quality of service provided to customers (travelers).
- 4- The outcome of this research displayed that missing the communication style in Sulaymaniyah International Airport doesn't make a massive effect of the quality of service which provided to customers (travelers).
- 5- The consequences indicated that inadequacy of participating in decision-making has a significant influence of on the quality of service provided to the customers (passengers) in Sulaymaniyah International Airport.
- 6- The results presented that using technology significantly impacted on the quality of service in Sulaymaniyah International Airport which provided to customers, and this shows that technology is the most influential side that affected the performance nad make an effective service that will satisfy customers.

5-2 RECOMMENDATIONS:

- 1- Considerably important for this organisation to work on the authorization of authority to lower levels in managerial structure in order to achieve the objectives of airport more effectively and efficiently.
- 2- Endeavour to open training course for employees to obtain the skills to use the technology more effectively.
- 3- Essentially important for employees to be more awareness about the quality of customer service this will be through a meeting, conference, and good communication between employees in all levels in managerial structure.
- 4- It's necessary to the international airport in sulamanyha to interest the organizational structure to meet the current and future requirement so as to contribute to the improvement of the levels of performance to achieving the objectives and successfully.
- 5- Significantly important for the management airport interesting in a modern administrative tactics also dealing with employees to participation in decision-making.
- 6- It's dramatically important to Sulaymaniyah International Airport to depend on technology in their performance and when they provide the service to their customer, as well as enhance the interest and benefit of the techniques and technology and keep abreast of development.

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(Appendix 1)
University of Sulaymaniyah
College of Commerce
Business Administration
Questionnaire

This questionnaire form is conducted as part of the preparation of research requirements. The aim of this research is to clarify (The Impact of Organizational Climate Dimensions on the Quality of Service). All data and measurements obtained from this research study will be stored confidentially. Only researchers will have access to view any data collected during this research. Your individual privacy and confidentiality of the information you provide will be maintained in all published and written data analysis resulting from the study. Your participation should take approximately (30 minutes). I will be very grateful if you give part of you time to answer our question during this interview. Thank you for your participation today.

We glad to read our questionnaire carefully and tick the one that expect your opinion.

Please do not take out any question, because the questioner will not be account for our analysing.

Please tick one box only for each question.

Firstly: Personal information

Gender

Male

Female

Education – highest level attempted

Under-Graduate

Graduate

Post-Graduate

Higher Qualification

Total length of service with International Airport in Sulaymaniyah

Less than 5 years

5- 10 years

11- 15 years

Over 15 year's

Secondly: Dimensions of organizational climate

Organizational structure: It consist of advisory and executive, administrative and technical, departments

	Phrases	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Managers at higher levels of organisation delegate part of their authority to the lower levels to achieve the goal of organisation effectively.					
2	There are set of rules, laws and instructions rely by different department of organisation to match the organizational structure with objectives and long-term plans					
3	The authority and responsibility clear in the work of the organisation					

Leadership style: Leaders those who have authority like directors and heads of departments in the organization.

	Phrases	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Administrative leadership encourage staff to provide proposals to resolve the problems in the organization.					
2	Administrative leadership encourages staff to make creativity in various fields					
3	Leaders in the organization seeking to improve the morale of its staff					

Communication: Includes written and verbal communications between employees and other parties in the organisation

	Phrases	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	Our organization believes that communication is the essential by which to exchange information between departments to achieve the goals of organisation.					
2	communication contribute for our organization to provide the necessary information to make achievement in a timely manner					
3	Communications is backbone of good relations between the different departments in the organisation.					

Decision making: what extent the employees participate in decision making

	Phrases	Strongly agree	Agree	neutral	Disagree	Strongly disagree
1	Our organisation used a scientific method of decision- making which related to quality of service.					
2	Our organisation capable to find suitable solutions to the problems through the process of decision-making.					
3	Our organisation describe participate employees in decision-making as a style that motivate them to do their job efficiently.					

Technology: is at the accessible level for the practical application of knowledge.

	Phrases	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1	There is an effective and efficient information system which based of computer					
2	Our organisation possess an internal communication helped to simplify the procedures adopted					
3	The authority and responsibility clear in the organisation					

(Appendix number 2)
University of Sulaymaniyah
College of Commerce
Business Administration
Questionnaire

The questionnaires form is a part of the preparation of the title research (The Impact of Organizational Climate Dimensions on the Quality of Service this study was in Sulaimaniyah International Airport) This form is prepared as measure for purpose for scientific research, we appreciate your participate, choosing accurate and suitable answer contributes to obtaining accurate results so as to enhance the achievement of the objectives of this research Note that the answers are only used for the purposes of scientific research.

Sincerely thanks and appreciation...

We glad to read our questionnaire carefully and tick the one that expect your opinion.

Please do not take out any question, because the questioner will not be account for our analysing.

Please tick one box only for each question.

Firstly: Personal information

Gender

- Male
- Female

Age

- 15- 20 years
- 21- 30 years
- 31- 40 years
- From 41 and more

Times of travel

- Once
- Twice
- Three times and more

Second: Quality of service, meet the customers need on time with quality required and facilities and associated service, such as waiting areas, location of delivery of services, complete transaction to their customer at a level of satisfied with respect and kindness, without any mistake and blemishes , as well as providing security conditions for customers.

	Phrases	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
1	The organisation committed to provide service to their customer on time.					
2	Our organization is keen to arrival their customers to place of providing services easily.					
3	Our organization following up the complaints from Their customers and work to resolve it immediately and proficiently.					
4	There are instructions and guidance that driving customers to access the services offered by the institution.					
5	Location is one of advantage of our which customers can easily access it.					
6	This organisation is designed as a convenience area when the customers are waiting their journey					
7	This organisation keen to provide safety and security to the customers while presenting the service.					
8	Our organisation is providing the service to their customers immediately.					
9	The customers treat by organisation staff with obligingly and respect.					
10	There are accuracy in flight times					
11	Our organization is keen to meet the needs of those with special needs (disabilities).					
12	Services provided by our organization devoid of mistakes.					

(Appendix number 3)

Frequencies and percentages and the arithmetic which answered by staff of organization this form was related to the organizational climate

Questions	Strongly Agree		Agree		Natural		Disagree		Strongly Disagree		Weighted Average
	Frequency	Per cent	Frequency	percent	Frequency	Percent	Frequency	Percent	Frequency	percent	
Q1	3	6	20	40	4	8	9	18	14	28	2.78
Q2	1	2	23	46	9	18	11	22	6	12	3.04
Q3	2	4	13	26	10	20	16	32	9	18	2.66
Q4	4	8	15	30	9	18	11	22	11	22	2.8
Q5	4	8	14	28	9	18	13	26	10	20	2.78
Q6	5	10	14	28	9	18	9	18	13	26	2.78
Q7	9	18	20	40	6	12	10	20	5	10	3.36
Q8	7	14	15	30	15	30	7	14	6	12	3.2
Q9	6	12	16	32	13	26	6	12	9	18	3.08
Q10	4	8	16	32	9	18	14	28	7	14	2.92
Q11	5	10	15	30	10	20	11	22	9	18	2.92
Q12	4	8	14	28	6	12	13	26	13	26	2.66
Q13	11	22	28	56	2	4	2	4	7	14	3.68
Q14	6	12	26	52	7	14	5	10	6	12	3.42
Q15	8	16	21	42	8	16	4	8	9	18	3.3

N= 50

(Appendix number 4)

Frequencies and percentages and the arithmetic which answered by customers (passenger) this form was related to the quality of service

Questions	Strongly Agree		Agree		Natural		Disagree		Strongly disagree		Weighted Average
	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	Frequency	Percent	
Q1	16	45.7	15	42.9	2	5.7	2	5.7	0	0	4.28
Q2	15	42.9	14	40	6	17.1	0	0	0	0	4.25
Q3	11	31.4	9	25.7	13	37.1	1	2.9	1	2.9	3.8
Q4	15	42.9	17	48.6	3	8.6	0	0	0	0	4.34
Q5	16	45.7	10	28.6	6	17.1	1	2.9	2	5.7	4.05
Q6	14	40	11	31.4	6	17.1	3	8.6	1	2.9	3.97
Q7	13	37.1	11	31.4	7	20	2	5.7	2	5.7	3.88
Q8	11	31.4	15	42.9	4	11.4	2	5.7	3	8.6	3.82
Q9	15	42.9	14	40	4	11.4	1	2.9	1	2.9	4.17
Q10	13	37.1	12	34.3	10	28.6	0	0	0	0	4.08
Q11	10	28.6	20	57.1	3	8.6	2	5.7	0	0	4.08
Q12	6	17.1	13	37.1	10	28.6	4	11.4	2	5.7	3.48

N= 35