



INVESTIGATE THE RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND ORGANIZATIONAL HEALTH AND JOB PERFORMANCE OF ADMINISTRATORS OF SCHOOLS: A FIELD STUDY OF LAMERD CITY IN IRAN

Ghodratollah Mohammadi¹, Seyed Ahmad Hashemi² and Abolfazl Abbasi³

¹ Shiraz University, Iran

², Lamerd Branch, Islamic Azad University

³ Educational Management, shiraz university, and Employee Education, Larestan.Iran

ARTICLE INFO

Article History:

Received 12th, April, 2014

Received in revised form 22th, April, 2014

Accepted 15th, May, 2014

Published online 25th, May, 2014

Key words:

Organizational climate, organizational health, job performance.

ABSTRACT

The aim of this study was to investigate the relationship between organizational climate and organizational health and job performance of administrators of Lamerd city schools in Iran. The research method is descriptive of survey kind. The statistical community of the study consists of all the managers in both girls and boys in schools, guidance schools, and high-schools in the year 91-92 in Lamerd. There were 110 people in the study. In order to determine the sample size Morgan table was used and 90 managers were chosen randomly. Also three questionnaires were used as data collection tools: Hal pin and Craft's organizational climate (1963), Tamiminejad's organizational health (2007), and Naidel's job performance (2007). Their reliability are 0.796, 0.814, and 0.869 respectively. The research methods used in this study are the correlation matrix, simple and multiple regression using a stepwise and also path analysis. The results are as follow:

1. The relationship between organizational climate and organizational health with a correlation of 0.32 in 0.01 is meaningful.
2. The relationship between organizational climate and job performance of 0.532 in 0.01 is meaningful.
3. There is a positive relationship between dimensions of organizational climate and organizational health and job performance.
4. There is a positive relationship between organizational climate and organizational health and job performance.

© Copy Right, IJCLS, 2014, Academic Journals. All rights reserved.

INTRODUCTION

Since man is a social creature, when a group of people come together, a set of actions, beliefs, norms, and values are formed, among them the impact on their behavior. Obviously, people today cannot be separated from the structure and organization of their fellows live. That is how much of the conduct and behavior of institutions or organizations originating from or influenced by them. The nature of social media in organizations, behavioral and social sciences are considered. Considering that organizational efficiency is the efficiency and effectiveness of the management concept that the mind is engaged. Of course, the employees of the things that can affect productivity, the same factors that can improve employee performance and thus enhance organizational efficiency of the requirements of Human Resource Management organization, It is based on the evaluation of staff performance is important, the way in which managers can evaluate the performance of the staff discover their strengths and weaknesses and identify

factors influencing, the activities of improve organizational. One can acknowledge that what employees are doing, may be related to other factors and structural characteristics or cultural or individual is affected, so they can better identify these factors and to improve job performance.

In educational organizations as well as other organizations, each new member's first contact with the professional work environment and organizational climate that is hoped to be able to meet the needs of an economic, social and psychological so favorable meet the appropriate atmosphere in increase the productivity and reduce the negative atmosphere leads to constructive engagement. Create a climate of understanding and vision of the organization is his subjective impression. Some of these organizations are vibrant and some quietly, some with appropriate atmosphere and some are bad with cold weather (Ranjbarian, 1996).

One of the success factors and organizational development, as well as an outside director with the environmental conditions of effective communication in order to identify the others and the cannot be a development, and the environment is in the increased productivity leads to a reduction in inappropriate query builder (Amin ShayanJahromi, 2003).

Climate researchers have identified several features, including the features, Moghimi (2001) of independence, individual objectives, rules and procedures that are determined by the supervisors to subordinates, behavior is rewarded, the See how Gary, warmth and support subordinates, and how it refers to the conflict.

Organizations fail to achieve their goals, partly related to weakness in organizational health. In fact, one of the most tells and the most obvious indicators of organizational health, organizational be considered. Efforts to achieve organizational health and development of individuals and organizations to achieve organizational effectiveness and management of the main concerns of scholars have increasingly been considered (Ho, 2000).

Miles (2005) the organization defines a healthy organization that not only lasts in the environment, but also a period long enough to compromise and the ability to survive and adapt to the continuously develop. Healthy organizations successfully deal with the outer barrier, it effectively forces the main goals directs organizations (Hoy and Miskell, 2008). Organizational Health only includes the ability to perform tasks more effectively, but also includes the ability for growth and continuous improvement as well. Supervisors, health organizations, committed and loyal employees with high morale and performance and communication channels are open, with a high success and a healthy organization where people want to stay there and work and proud of it and its people useful and effective (Lynden and Kinglet, 2000).

Healthy and well, healthy and dynamic organizational climate to stimulate interest in the provision of staff and thereby enhance the effectiveness of the organization. The other side healthy and supportive climate of greater trust and staff morale is high. The two main requirements of a healthy organization is an organization (compliance and goal achievement) and expressive (social unity and integrity of normal) levels to meet the technical, administrative and institutional framework to coordinate and match act (Hoy and Miskell, 2008). The sound barrier to external forces, successfully hit its resources effectively leads to the main purposes (Abbaszadeh, 2003).

Barati (2010), research on the relationship between climate and conscience to do with job performance and reliability to the conclusion that cooperative atmosphere, directly and innovative atmosphere, and indirectly job performance, organizational climate and can positively Predicts impact conscience working to increase job performance.

Ahmadi and et al (2010), suggest that the transport of hoy and Miskell organizational health is positively correlated with student performance and is much healthier school environment, students progress in mathematics and reading is higher.

Amin ShayanJahromi (2009), Research on the relationship between organizational climate and organizational commitment and morale as they did conclude that the organizational climate, organizational commitment and morale of teachers, there is a positive relationship.

Naini (2008), in a study of the disinflationary influences motivation performance management career began at university. The results showed that physical factors reduce the effect of incentives on managers' performance is below average, but non-material factors reducing the incentives for managers to improve performance than the average (quoting Azegh, 2011)

Narimani and Arjmand (2007), in their study reached the conclusion that teacher morale and school organizational climate is related to the morale of teachers and supportive behavior and director of the teachers association and there is a Trust Bond but teachers with the spirit of limiting grammatical Director and behavior are negatively correlated. In addition to public schools, non-profit organization that oats are different.

Mehr Ali-Zadeh and et al (2005), research on the relationship between organizational climate and faculty participation in university decisions regarding mood, apathy and reduced interference away from the increasing faculty members to be effective.

Nourbakhsh and Vatankhah (2005), research found that balance and respect for the working conditions of employees' job performance is predicted.

Shafiepour (1998), in their study found that a suitable climate, good human relations, evaluation systems, leadership training and cultural factors in the development of effective work ethics.

Begayniya (2003), the relationship between organizational climate and employee involvement that there is a relationship between these two variables.

Raza (2010), in their study of the relationship between organizational climate and job performance of teachers as Punjab, which receives private and public school teachers in terms of opening between organizational climate and job performance there is a positive relationship between the organizational climate depending, is no. He also realized that teachers were reluctant to climate package.

Abedl-Rzak (2011), Research as part of the job performance factors that affect the climate on campus effective job performance was moderate and positive relationship between organizational climate and job performance are.

Shariatmadari (2009), The relationship between organizational health and organizational effectiveness concluded that organizational health and organizational effectiveness as bodies adaptable, solve problems, and motivating employees are. In this respect, the findings of Murphy and Datnow (2003), showed that the effectiveness of organizational health and success of the proposed amendments healthy environment, organizational effectiveness managers, executives and employees are subject to a participatory relationship. Results Rooney and colleagues (2007) also

suggests that a healthy environment and organizational effectiveness among teachers direct association with the management there.

According to the above we can say that for the purposes of research, education and the management is very important. So if managers work in an environment where the climate is healthy, and he could easily be of the environment and the organizational health of the can be productivity. The same study also aimed to consider the relationship between organizational climate and Organizational health and from the city Lamerd schools in Iran administrators to consider. In this study we have sought to answer the following questions whether the city school administrators Lamerd:

1. The relationship between organizational climate and organizational aspects of health care, there are significant?
2. Dimensions of organizational climate and performance there is a significant relationship between job?
3. Organizational climate, organizational health and performance There is a significant relationship between job?
4. The proposed model for measuring the relationship between organizational climate, organizational commitment and morale, explain the relationship between these variables has power or not?

METHODS

Due to the nature and objectives, research method is descriptive correlation.

Community statistical sample

The study sample consisted of all girls and boys of primary school principals, middle and high school in the Lamerd city is 2012-2013 times that number was 110. For sample size determination, which Morgan used a stratified random sampling method, 90 subjects were selected manager. For this purpose, first List of primary schools, middle and high supply, and then sex in various parts of the city, the number of randomly chosen manager.

Research Tools

Questionnaire organizational climate

Climate questionnaire: the doors of the research for the measurement of the variable from the lips of this questionnaire (1963) with the support of the six dimensions of the order of, the d Thad's, not colleagues, be the type of man's work is one of the round dozen of Staff. Well as researchers in the questionnaire on examined a sample of 30 men and Cranach's alpha coefficient for the 0.81 are reported.

Organizational Health Questionnaire

The data collected by health scale Organization Tamiminejad (2007), was used. The scale consists of three dimensions: organizational functions, processes, and organizational change and development within the organization and is composed of 50 items. In order to determine the details of each of the scales of the Liker scale was used. The reliability of the scale was determined by calculating Cranach's alpha coefficient.

Cronbach's alpha coefficient for the scale of the process of organizational health, 80/0, and for its subscales between 0.80 and 0.90 were calculated.

Questionnaire job performance

The questionnaire (2007), and consists of 20 questions prepared by five degrees and three areas of cognitive, behavioral, and emotional encompasses. The maximum score on this scale is 100 and the minimum 20. In the questionnaire, respondents to assess their own work and completely agree with your comments and questions about are completely opposed to each. In order to determine the validity and reliability of the questionnaire was used, the authors also performed on a sample of 30 subjects obtained with the use of Cronbach's alpha of 0.89 was.

Methods of data analysis

Statistical methods were used in this study include simple and multiple regression and correlation matrix method and the step and path analysis model was used to examine the study. For data analysis, the software SPSS and AMOS was used for the analysis.

RESULTS

Question 1:

Do Between Atmosphere Organizational and Dimension It with Organization health Relation Significant Existence There?

As shown in the table, the Pearson correlation between organizational climate (in general) and organizational health is equal to 0.32 which is significant at the 0.01 level. This means that whatever the score will also improve the organizational climate and organizational health score ever increasing. The dimensions of intimacy, joy, trust, Gary considered that there is a positive significant relationship with organizational health. And pretending to hold a significant relationship in the opposite direction (negative correlation), the score increases between organizational health and prevent the appearance of variables is reduced and vice versa. Also, the emphasis on the production and consumption sides of the dimensions of organizational health, there is no significant relationship.

To answer the question of whether organizational safety climate can be predicted from simple regression analysis is used. Table 2 shows the regression results:

What is obtained from the test indicate that the coefficient of determination between $R^2=0.103$ Is means that 10% of the variation in climate variables related to organizational health variables to predict. Given that the F Test, the 0.01 is significant. The climate change variables to predict health organizations. A simple regression equation is as follows:

Health Organization= 37.108+ 0.185 (Organizational climate)

To answer the second part of the question which of the dimensions of organizational climate variables alone or in combination to predict the variable of organizational

Table 1 Correlation matrix between organizational climate and organizational health dimension

Variables	Organizational climate	Intimacy	Exhilaration	Retirement savings	Trust	Consideration	Barrier	Pretending to Work	Emphasis on production
Organizational health	0.32	0.44	0.466	0.095	0.284	0.195	-0.205	-0.226	0.063

Table 2 Results of linear regression analysis between organizational climate and organizational health (dependent variable)

Multiple correlation coefficient	0.32
Coefficient of determination	0.103
Analysis of variance (F)	13.27
Level of significance	.0001
Constant	37.108
Not standardized regression coefficients	0.185
The standardized regression coefficients	0.32
The t-test	3.64
Level of significance	0.0001

Table 3 Multiple regression analysis using stepwise method of variable dimensions of organizational climate and organizational health

Step	Variable	R	R2	F	Significant	B	Beta	t	Significant
1	Exhilaration	0.468	0.219	32.18	0.0001	1.27	0.466	5.67	0.0001
2	Exhilaration Barrier	0.52	0.27	21.16	0.0001	1.28 -0.522	0.471 -0.228	5.88 -2.88	0.0001 0.0003
3	Exhilaration Barrier Intimacy	0.549	0.301	16.23	0.0001	0.87 -0.554 0.33	0.319 -0.239 0.232	3.06 -3.02 2.22	0.0001 0.003 0.028

Table 4 Matrix Correlation Between Atmosphere Organizational and Dimension It With job performance

Variables	Organization climate	Intimacy	Exhilaration	Retirement savings	Trust	Consideration	Barrier	Pretending to Work	Emphasis on production
Job performance	0.532	0.478	0.621	0.179	0.675	0.682	-0.276	-0.223	0.161

Table 5 Results of regression analysis between organizational climate and job performance

Multiple correlation coefficient	0.532
Coefficient of determination	0.283
Analysis of variance (F)	45.73
Level of significance	0.0001
Constant	47.02
Not standardized regression coefficients	0.497
The standardized regression coefficients	0.532
The t-test	6.11
Level of significance	0.0001

Table 6 Results of regression analysis using the stepwise method of organizational climate on job performance

Step	Variable	R	R2	F	Significant	B	Beta	t	Significant
1	Exhilaration	0.684	0.467	100	0.0001	2.62	0.684	14.13	0.0001
2	Exhilaration Barrier	0.77	0.593	83.14	0.0001	1.94 1.77	0.506 0.397	7.57 5.93	0.0001 0.0001
3	Exhilaration Barrier Intimacy	0.792	0.626	63.17	0.0001	0.96 1.72 1.15	0.251 0.386 0.317	2.44 5.99 16.3	0.0001 0.0001 0.0001
4	Consideration Exhilaration Trust Barrier	0.803	0.645	50.85	0.0001	0.854 1.83 1.07 -0.538	0.22 0.44 0.29 -0.14	19.2 6.47 2.97 -2.14	0.03 0.001 0.004 0.018

Path Analysis

Using multiple regression models with explicit formulation is causal. Its purpose is to obtain a quantitative estimate of the causal relationships between

a set of variables. Relationships between variables in a flow is considered to be a distinct path. The best path through the graph concepts in the analysis of the possible causal relationships between variables reveals is explained. The plot of the two variables must be defined:

1) Exogenous or independent variables in the analysis of organizational climate. 2) Endogenous variable dependent on the analyzes of organizational health and Operation Job. The following diagram is proposed for the analysis.

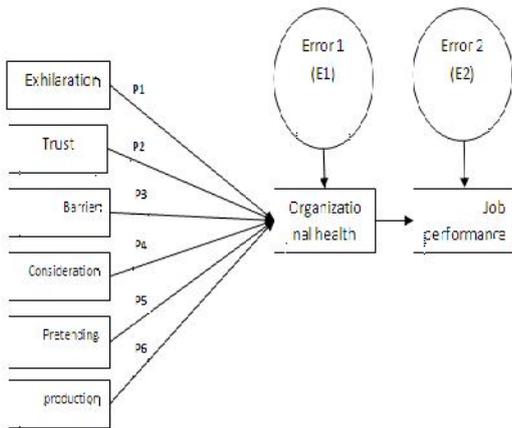


Figure 1 Graph input into the present study

In the diagram above, each of the six dimensions of organizational health and organizational health effects on Operation Job affect the effectiveness of each of the dimensions of organizational health Operation Job indirect effect and the direct effect is Operation Job. Figure 2 show the output from the software AMOS5 has been analyzed.

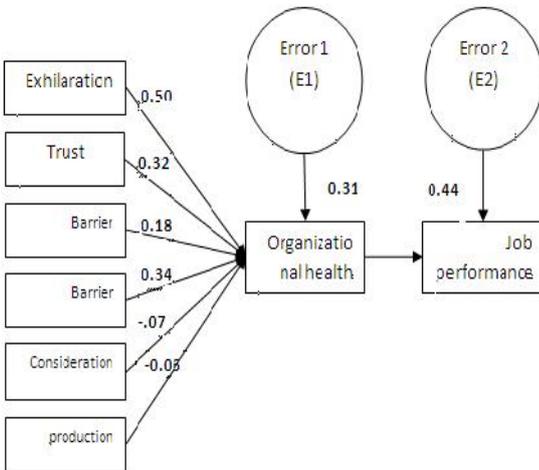


Figure 2 the suggested model confirmed

DISCUSSION AND CONCLUSIONS

According to the results of the first research question, the relationship between organizational climate and organizational health with a correlation coefficient 0.32 of level 0.01 is significant. This means that the organizational climate score increase of organizational health Increases. Resources and the intimacy, joy, confidence, consideration Gary, there is a significant positive relationship with organizational health scores increased with the increase of organizational health is one of them. Dimensions of organizational health and to prevent and There was a significant negative correlation between the increases in the reduction of organizational health is one of them. Emphasis on the production side of the economy and there is no significant relationship with

commitment. Thus, the three dimensions of organizational climate vitality, prevents intimacy, to predict the dependent variable is organizational health.

According to the results of the second research question, the correlation between organizational climate and Operation Job 0.532 level 0.01 is significant. This means that whatever the climate will increase Operation Job increase. And the dimensions of intimacy, joy, trust, Gary considered, there was a significant positive correlation with Operation Job. One score increases with increase Operation Job barrier between dimensions, and pretending there is a significant negative relationship with Operation Job. It decreases with increasing score Operation Job people is one of them. Also, the emphasis on the production of retirement savings and performance there is no employment relationship. Thus, consider the following four dimensions of organizational climate Gray, vitality, confidence and prevent further than a simple combination of variables best able to predict Performance as the dependent Job is.

According to the results of the third research question, correlation between organizational climate and organizational health 0.32 and the correlation between organizational climate Operation Job 0.532 correlation between organizational health Operation Job and 0.44 in all 0.01 significant relationship there. The score increases with an increase in one variable will be the score. Results of a study of the results of Abdul (2011), Shariatmadari (2009), Murphy and Detnow (2003), Rooney et al (2007), Raza (2010), and absolute Shafiepour (1998) is consistent.

The findings of this study it can be concluded that the organizational climate and organizational health. Career managers are impacted. Therefore, it is necessary to consider the concepts more. On the basis of the following suggestions are offered:

A) Practical suggestions

1. Set education program managers to improve organizational climate (according to the results of the study showed that these variables can lead to organizational health and performance Provide career.)
2. To maintain a stable and remain a significant relationship between organizational climate and organizational health and performance components Employment and training managers to recommend to the authorities, the situation in this regard, so prepare to be achieved thereby improves the climate of. This will require significant attention to these components is established.
3. Holding meetings and workshops to provide the agency with innovative ideas and components.
4. Due to the different needs of managers in an educational setting

B) Research suggestions

1. The relationship between organizational climate and organizational health and performance Employment in other organizations. Note that contrary to what was expected in this study, only some of the components between the two variables had a significant relationship with the dependent.
2. Comparative Study of Strategies for the development of management skills in the design and development of it.
3. To provide, facilitate and support basic and applied research related to innovation management skills on the priorities and needs of the country.

References

1. Abdel Razak V.A.(2011). Factors affecting the effectiveness of the job performance of the specialists working in the youth care at Helwan university, World Journal of sport sciences, 4(2):pp 116-125.
2. Amin. Jahromi, Shapur .(2003). Organization and management theory Koshamhr publication, First Edition.
3. Ahmadi. sadatmand-Laith al-Saffar .(2010). Procurement reviews students, the achievement of organizational culture, Islamic Azad University, Educational Administration Quarterly, Year 4, Number 2, Summer 1389 Page 22-9 lead.
4. Azegh. Ismail .(2011). The relationship between intelligence and job performance tracking and time management with South Oil, Master Thesis University Arsanjan.
5. BegayNia. A. (2003). The relationship between organizational climate and employee involvement Daneshvar quoted SID.IR
6. Barati. Hagar, areizi. Hamid Reza Nouri. Abolghasem. (2010). The relationship between organizational climate and work with conscientious job performance, Journal of Applied Psychology 81 (4) -65 Spring 1389.
7. Ranjbarian, Bahram. (1996). Organizational commitment, Journal of Administrative Sciences and Economics University
8. Saki. Reza. Gholipour. Zohre, Rezaei. Manijeh .(2010). The relationship between organizational commitment of teachers and academic performance in high school girls' 6th district of Tehran, Journal of Leadership and Management Training Year 4 (3): Fall 1389 Pages 85-61.
9. Shariatmadari, Mehdi. (2009). The relationship between organizational health and effectiveness of management education management school in Tehran. Journal of Educational Sciences, year II, No. 6, pp. 151-119.
10. Abbaszadeh, Mir Mohammad (2003). Teaching profession and job satisfaction. Education and training Quarterly, No. 1.
11. Fattah. Nazem, Persian. F. (2010). The relationship between organizational climate and productivity of managers Imam Khomeini Relief Committee (RA) and to determine the appropriate quarterly leadership training 3 years 4 Autumn 1389 Page 146 -127.
12. Fadavi. M. S., Goodarzi. Akram, Salim. Ghorbanali. (2005). The relationship between organizational climate and confidence in the school environment, Journal of Educational Research, Islamic Azad University, No. 3, Summer 1384 Page 117 -106.
13. Hoy, W. K., Tarter, C. J., &Kottkamp, R. B. (2000). Open schools / healthy schools: Measurement organizational climate. E-book has been republished by Arlington writers, LTD. <http://www.coe.ohiostate.edu/whoy/on-line>.
14. Hoy, K.W., Miscall, G. C. (2008). Educational Administration Theory, Research, and Practice. International Edition.
15. Moghimi. Syed Mohammad. (2001). Organization and Management Research Approach, Second Edition Fall 1380 Publications Cashmere.
16. Mehralizadeh. Yadu'llah, Hussein, Omidian. Frank .(2005), The relationship between organizational climate and university faculty participation in university decision-making.
17. Moghimi. Syed Mohammad. (2001). Organization and Management Research Approach, Second Edition Fall 1380 Publications Cashmere.
18. Narimani. Muhammad, Arjomand. Javid .(1386). The relationship between organizational climate and teacher morale, public high schools and nonprofit SID. IR .
19. Nourbakhsh. Mahvash, vatankhah. Hussain .(1384), reviews occupational stress factors and their relationship to job performance and job retention of male teachers in physical education, Ahvaz, Olympic Magazine 1384 No. 13 Page 87 -75
20. Najaf Begay. Reza. (1379). Organization and Management Center of Islamic Azad University of Tehran.
21. Lynden, J., & Kinglet, W. (2000). Supervising Organizational Health. *Supervision Journal*, Vol. 5, PP: 463 – 475.
22. Miles, M. B (2005). *Planned Change and Organizational Health. Igor and Ground*. In F.D carver and T. see: Matthew B. Miles, Planned Change and Organizational Health: Figure and Ground.
23. Murphy, J. &Datnow, A. (2003). *LeadershipLessons from Comprehensive School Reforms*. Trenton, New Jersey Public Schools.Park, London, New Delhi.
24. Raoofi. Mohammad Hossein, Babai. Mohamed. (1384). Quality of service management, training and Islamic Azad University QUCHAN that adapt to student satisfaction, Islamic Azad University, Educational Research Quarterly, No. 3, Summer 1384 Page 47 -21
25. Rooney, P. Brown E. &Mesch, D. (2007). Who Decides in Giving to Education? A Study of Charitable Giving by Married Couples. *International Journal of Educational Advancement*, Vol.7, No. 3.
26. Raza, S.A.(2010). Relationship between organizational climate and performance of teachers in public and private colleges of PUNJMB,Pakistan. <http://pr.HecgovPk/Thesis120/s>
27. Yahyagil, y.m.(2004).the interdepenbance between the concepts of organizational Culture and organizational climate: An emprical investigation, Journal of Business Administration, Istanbul , vol 1. No.33 PP 69-98