European Online Journal of Natural and Social Sciences 2013;
vol.2, No.3 (s), pp. 1665-1671 ISSN 1805-3602 www.european-science.com

Investigating the relationship between organizational climate and organizational commitment and organizational effectiveness among school managers: A case study in Fars province in Iran

Seyed Ahmad Hashemi

Lamerd Branch, Islamic Azad University, Iran

Abstract

The present study aims to investigate the relationship between organizational climate and organizational commitment and organizational effectiveness of the managers of the secondary schools in Fars. The research method is descriptive of correlational type and the statistical community consists of managers working in secondary school in the year 2012-2013 (1500 people). The sample size is 306 people based on Morgan tables. The managers were chosen randomly from a number of schools in Fars. Data collection tools were three questionnaires on Halbyn and Craft organizational climate (1963), Porter et al organizational commitment (1974), Fayol, Freedman, and Lailz (2001) were used which their reliability coefficient is 0.81, 0.81, and 0.88, respectively. For data analysis, inferential statistic methods were used (Pearson correlation and multiple regression) using SPSS 19. The results of the study show that there is a significant relationship between organizational climate and commitment and effectiveness and also between support components, cooperative and friendly and organizational commitment and also between instructional components and effectiveness. Moreover, threatening and collaborative dimensions have more ability to predict organizational commitment and supportive, instructional, and threatening dimensions have more ability in predicting the effectiveness.

Keywords: Organizational Climate, Organizational Commitment, Effectiveness, School Managers

Introduction

Organizations have long been regarded as institutions influencing all aspects of society. In the meantime, no doubt, to be effective and to maintain or attain it in different terms, has been a constant challenge to the organization. Today in advanced and successful organizations attempts to organize effective, clear objectives should be considered and all their potentials should be operated.

Definition of Organizational effectiveness must be on the equipment and facilities (Robbins, 2001). According to Drucker, organizational effectiveness is defined as the degree or amount to which the organization is achieving its intended goals. Fiddler knows with colleagues including the work rate and a predetermined amount of power that gets to the place (Mirkamali, 1996). The effectiveness is criteria for evaluating of an organization. In other words, the effectiveness shows that the efforts of the desired result are achieved. Daft (2001) believed that Organizational effectiveness have been set to achieve the goals and evaluation criteria of organizational performance is considered in relation to the expected results. The overall about components effectiveness of processes, there is no general consensus and organizations according to their characteristics and properties, and should havea special look to this subject.

The perceived organizational effectiveness of different approaches and various patterns such asaim model, source of Pattern – system (Hoy and Miscall, 2008) model of partner satisfaction, (Hall, 2002), Systems approach and competitive values approach (Robbins, 1987), the supplyApproaches Yachtsman and Seashore)1967), approach based Connolly Strategic factors(1983) , and competing values approach and Rohraugh and Quinn (1983) about this issue and provided the main issue all of

Corresponding author: Seyed Ahmad Hashemi, Lamerd Branch, Islamic Azad University, Iran. E-mail: Hashemy.ahmad@yahoo.com.

Copyright © Seyed Ahmad Hashemi, 2013

these models and approaches is one thing: Successful organizations realize what can be achieved (Torkzadeh, 2007, Robbins, 2005; Hoy and Miscall, 2008; Abtahi, 2003).

Today's organizational climate is one of the most important concepts in the field of management. The concept of organizational climate implies that human behavior in organizations is based solely on the direct and immediate interaction with the event which are formed, but it influenced by the interaction of visible and invisible forces. Organizational climate is the perception that people have various aspects of organizational environment. (Alagheband,1998).

In educational organizations as well as other organizations, each new member's first contact with the professional work environment have a good organizational climate to be able to satisfy ideal way economically, socially and psychologically. In addition, the condition and the atmosphere that is increased productivity and negative atmosphere leads to reduction in manufacturing. Understanding the individual of the organizational climate of the organization leads his mind perception. Some of these organizations are vibrant and some quietly, some with appropriate atmosphere and some of the cold weather and inappropriate.(Ranjbariyan1996).

Researchers have enumerated several features for organizational climate including the features like amount of personal independence, personal goals, rules and procedures that are determined by the supervisors to subordinates, and the behavior which is rewarded. According to Haplyn, organizational climate implying a set of features within the organization relatively stable that distinguishes it from other organizations and has a significant impact on employee's behavior and organizational effectiveness. The source described the atmosphere of mutual understanding and feeling is the properties of organization (Alikhani,2009).

Katz and Kan organizational climate knows the reflection of the people, processes, work practices, communication and organizational authority. The organizational climate helps in judgment, reward and communication. The study of organizational climate in fact is the study participants' perceptions of various aspects of the organization (Reza, 2010). What all these views seems to influence organizational climate is improving the efficiency of organizational activities.

Another important issue in the field of organizational commitment organization employees, organizational commitment and adherence to accepted principles of organization can be brought to the field of promotional activities. In addition, absenteeism, low-work, stress and ... Will be less, Responsibility and commitment to the work to terms strengthening of faith and conscience something always keeps awake The result of the optimization will lead to oriented and logic.(Ranjbariyan,2001). Organizational commitment can be linked mental organization or specific work the basis of this process caused by internalization or localizes the organization that the means Acceptance of organization specification desired.

Organizational commitment is kind of Emotional and intellectual relationship and lovers of the goals and policies of the organization. Organizational commitment been regarded as a manifestation of the individual's value system arises. Organizational commitment on the one hand Requires an existence are various factors, organizational and environmental characteristics. On the other hand, and a systematic commitment to the development of various aspects of the business plan, leadership practices, and organizational structure does entail the. In the present world, which benefit organizations to outdo each other not only use new technology, But also enhance their confidence and obligations of employees to organizational goals. Now a position that has been energetic staff and creative with committed human capital are considered most important organizational resources.(Shagholi,1999). Commitment attitudes such as job satisfaction, the two are close that influence on an importantbehavior such displacement and absence and commitment can have many positive outcomes and committed employees are more disciplined in their work, or more time remain in Organizations and more work Therefore, managers should be able to increase employee commitment in many ways.

So according to what was stated organizational climate and organizational commitment can work to create the effect. In this regard, some studies in this field would be:

Reza (2010) in their study of the relationship between organizational climate and job performance of teachers as Punjab, received Comments from the public and private school teachers are positively related between open organizational climate and job performance But is negatively related organizational climate. He also realized that teach-

ers were unwilling to closed organizational climate.

Abdel-razak. (2011), in research entitled "factors influencing the effectiveness of job performance" concluded that the impact of organizational climate on job performance was moderate and there is a positive relationship between organizational climate and job performance.

Barati and colleagues (2010) studied the relationship between climate and conscience to do with job performance and concluded the collegial atmosphere and the innovative atmosphere directly and indirectly dependent on job performance can be expected and positive organizational climate can increase impact on job performance and work ethics.

Bayginia (2003), in their study concluded that there is a relationship between organizational climate and effectiveness.

Shariatmadari (2009), investigated the relationship between organizational health and organizational effectiveness in reaching Organizational health and organizational effectiveness as bodies adaptable, and motivating employees to solve problems are considered. In this respect, the findings of Murphy and Datnow (2003), at reviews shows that organizational health and effectiveness shows the success of managers Proposed amendments for effectiveness organizational healthy environment subject to a participatory relationship executives with employees. Results Rooney and colleagues (2007) also suggests that there are a healthy environment and organizational effectiveness among teachers direct association with the management performance. KhayatJadidi (2005), also examined the relationship between organizational health and effectiveness of all aspects of organizational health and organizational effectiveness showed that there was a significant positive relationship.

Research hypotheses

First hypothesis: organizational climate and organizational commitment has a significant relationship between the heads.

Second hypothesis: organizational climate Components has a significant relationship with organizational commitment of school principals.

Third hypothesis: organizational climate Components has a significant relationship with effectiveness of managers.

Fourth hypothesis: organizational climate Components significantly predicts organizational commitment.

The fifth hypothesis: organizational climate Components was significantly able to predict effectiveness of managers.

Materials and Methods

Method

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

Population, sample and sampling method

Statistical population these researches in all secondary school principals of Fars province from 2012 to 2013 academic year, 1,500 people are included. To determine the sample size was used Morgan table by using cluster random sampling, 306 subjects were selected manager.

Research tools

1 – Organizational climate questionnaire: The questionnaire survey for measurement of climate variables, designed by HaLpin and Kraft (1963) was used, which has six supportive, directives, restriction, colleagues, close and pretend to be adopted. Also, research on the first 30 samples examined and Cranach's alpha coefficient for the 0/81 are reported.

2 – Organizational Commitment Questionnaire: In this research, to measure organizational commitment and organizational commitment variables, Porter and colleagues' (1974) questionnaire was used. To assess reliability of the questionnaire, Cranach's alpha coefficient was used, after the calculation of coefficient of reliability of the questionnaire 0 /814 was calculated.

3 – Effectiveness Questionnaire: to measure the effectiveness of managers, 35-item questionnaire of Laylz and Fayol and Friedman (2001) was used.The questionnaire was set based on measuring the effectiveness of social systems Parsons and similar in Imani (2011) research has been used to measure the effectiveness of school administrators. In this questionnaire measures of school effectiveness included: Compatibility (9 items), cover (9 items), integrity (8 items) and attaining the objective (9 items). To examine the reliability of this questionnaire, the Cranach's alpha coefficient was used. Generally equal to 0.88 and 0.56 for compatibility index, covering index 0.74, consistency index 0.65 and 0.63 index to achieve the goal is achieved.

Methods of data analysis

To measure and analyze the data, descriptive

and inferential statistics are used in the inferential level; Pearson correlation and regression testing are used.

Results

First hypothesis: organizational climate and organizational commitment has a significant relationship between the heads.

Table 1: Correlation coefficient between organizational climate and organizational commitment of Effectiveness managers

	Organizational climate	
	The correlation coefficient	Significance level
Organizational commitment	48/0	0001/0
Effectiveness	4/0	0001/0

According to the table above can be found at showed a significant correlation (0/0001) was obtained and because the levels below the acceptable level (0/05) is 05/0P≤) so these values are meaningful and there are significant relationship between organizational climate and organizational commitment and heads.

Second hypothesis: organizational climate Components has a significant relationship with organizational commitment of school principals.

Table 2: Correlation coefficient between organizational climate and organizational commitment of managers

	Organizational commitment	
	The correlation coefficient	Significance level
Support	4/0	0001/0
Grammatical	07/0-	4/0
Restriction	06/0-	5/0
Collaborative	62/0	0001/0
Intimate	35/0	0001/0
Pretending to Work	007/0-	9/0

According to the table above can be found that the correlation coefficients of the components of a supportive, Collaborative and intimate at significantly lower levels (0/05) are obtained (05/0P≤) Therefore, these coefficients are meaningful Thus between the components supportive and friendly there are Collaborative relationship with organizational commitment is significant.

Third hypothesis: organizational climate Components has a significant relationship with effectiveness of managers.

Table 3: Correlation coefficient between the organizational climate Components with effectiveness of managers

	Effectiveness	
	The correlation coefficient	Significance level
Support	36/0	0001/0
Grammatical	21/0-	03/0
Restriction	18/0	06/0
Collaborative	23/0	01/0
Intimate	32/0	001/0
Pretending to Work	02/0	7/0

According to the table above can be found that the correlation coefficients of the components of a supportive, Collaborative and intimate at significantly lower levels (0/05) are obtained (05/0P≤ Therefore, these coefficients are meaningful Thus between the components supportive and friendly there are Collaborative relationship with organizational Effectiveness have positive and significant relationship.

Fourth hypothesis: organizational climate Components significantly predicts organizational commitment.

As can be seen in the amount F equal to (1/14) was significant (05/0P <), Thus, we conclude that at least one of the predictor variables (organizational climate) can criterion variable (Organizational commitment) to predict. And considering significance of the last column, we can conclude that the value dimensions of beta are a significant restriction and cooperative. ((05/0P<).Means that these components have a greater ability to predict Organizational commitment.

Table 4: Statistical analysis of variance and regression parameters between organizational climate and Organizational commitment

		R	R^2	F	P<	beta	T	p<
Predictor variables	Support					0/111	1/22	0/22
	Grammatical					0/08	-1/04	0/29
	Restriction					-0/286	-3/5	0/0001
	Collaborative					0/581	6/04	0/0001
	Intimate	0/69	0/47	14/1	0/0001	0/143	1/7	0/08
	Pretending to Work					0/051	0/64	0/5

The fifth hypothesis: organizational climate Components was significantly able to predict effectiveness of managers.

Multiple regression was used to examine the question of the correlation between these variables were examined in the third hypothesis. And then to predict the criterion variables (effectiveness) by the predictor variables (organizational climate Components) and factor analysis of variance was used. The result is in the table below.

Table 5: Statistical analysis of variance and regression parameters between organizational climate Components and effectiveness

		R	R^2	F	P<	beta	T	p<
Predictor variables	Support					0/363	3/3	0/001
	Grammatical					-0/277	-3/04	0/003
	Restriction					0/08	0/8	0/4
	Collaborative	0/52	0/26	5/6	0/0001	-0/094	-0/8	0/4
	Intimate					0/26	2/6	0/01
	Pretending to Work					0/046	0/4	0/6

As can be seen in the amount F equal to (5/6) was significant (05/0P <), so we conclude that at least one of the predictor variables (organizational climate) can criterion variables (effectiveness) before their predict. And considering last column significant levels, it can be concluded that that significant levels, the amount dimensions of beta supportive, directive and has been significant restriction (P<0.05). This means that these components have a greater ability to predict efficacy.

Discussion and conclusion

Education system such as organizations that every society has a certain sensibility. This is because more sensitive to its domestic operations; it will be publicly available to everyone and judged. Process of change and social progress necessitate the need for effective training The different studies in this area can be identified deficiencies and shortcomings of the existing pave the way to resolve them. Such as most important studies in the field reviews organizational climate are especially educational organizations.Our university education and institutional environment needs in which young people, thoughtful, creative, innovative and confident once they come.

The results show between organizational climate and organizational commitment and effectiveness, the components of a supportive, collaborative and intimate Organizational commitment and significant relationship exist between the compo-

nents of the effectiveness of instruction. Moreover, the restriction dimension cooperative and have a greater ability to predict organizational commitment. The results of the present research results, Reza (2010), Abdel-razak. (2011), Barati (2010), Beyginiya (2003), Hoy, Tarter and Kottkamp (2000), Murphy and Detnow (2003), Rooney and et al (2007) and Shariatmadari (2009), is consistent.

Of the findings of this study it can be concluded that have effect of climate on organizational commitment and effectiveness of secondary school principals. Therefore, it is necessary to consider the concepts more. On the basis of the following suggestions are offered:

A) Applications suggestions

1 – Set education program managers to improve organizational climate (according to the results of the study showed that these variables could provide Organizational commitment and effectiveness.)

2 – To maintain a stable and remain a significant relationship between components of organizational climate and effectiveness Organizational commitment to educational authorities, and administrators recommended. The situation in this regard so as to prepare the way for more organizations to achieve effectiveness.

3 – Organizing meetings and workshops to provide the agency in relation innovative ideas and components.

4 – Attention to the different needs of managers in an educational setting.

B) Research suggestions

1. Investigate the relationship between organizational climate and organizational commitment and effectiveness in other organizations. Note that in this study, contrary to what was expected only some of the components between the two variables have a significant relationship with effectiveness.

2 – Comparative analysis strategies and design management skills in the world and it design in Iran.

3 – To provide, facilitate and support basic and applied research related to innovation management skills on the priorities and needs of the country.

References

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), 116-125.

Alagheband Band A. (1999). Organizational health of schools. Journal of Management in Education, 5 (21).

Barati H, Arizi H.R, &Nouri A. (2010). Investigate the relationship between organizational climate and work with conscientious job performance, Journal of Applied Psychology, 4, 65 -81.

BegayNia A. (2003). The relationship between organizational climate and employee involvement Daneshvar quoted SID.IR

Daft R. (2001). Organization theory and design principles. Translation: Parsaeian, A.; Arabs, Seyed Mohammad. Tehran: Office of Cultural Research.

Hall Richard H. (2002). Organizations: Structure, Processes, and Outcomes, 8thed, New Delhi: Prentice – Hall of India.

Hoy K.W, & Miscall G. C. (2008). Educational Administration Theory, Research, and Practice. International Edition.

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.

Jahromi, Sh., &Shapur A. (2003). Published by Kvshamhr theories of organization and management, First Edition

Kakya L .(2009). Relationship managers of organizational health education in secondary schools in Qazvin. Journal Education and training, 99, 146-158.

KhayatJadidi M .(2002). Investigating the relationship between organizational health and effectiveness of schools. MA thesis, school girls in Tehran, TarbiatMoallem University of Tehran.

Moghimi S.M. (2001). Organization and Management Research Approach, Second Edition Fall 1380 Publications Cashmere

Murphy J, &Datnow A. (2003). Leadership Lessons from Comprehensive School Reforms. Trenton, New Jersey Public Schools. Park, London, New Delhi.

Ranjbarian B. (1996). Organizational commitment, Journal of Administrative Sciences and Economics University of Isfahan.

Raza S.A. (2010). Relationship between organizational climate and performance of teachers in public and private colleges of PUNJMB, Pakistan.

Rezaeian A. (2011). Principles of Organization-

al Behavior Management, Tehran University of Science studying books, the Center for Humanities Research and Development, 1379.

Robbins S. P (2005). Organizational Behavior, 11 the Ed. New York: prentice – Hall.

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, 7.

Shaqly, R.(1999). Participative management and its relationship with organizational commitment of female teachers in public schools, districts 3 and 4, Mashhad, Master Thesis, Ferdowsi University of Mashhad.

Shariatmadari, M.(2009). The relationship between organizational health and effectiveness of management education management school in Tehran. Journal of Educational Sciences, 2(6),151-119.

TorkZadeh J. (2007). Organizational development and regulatory Sciences University. regulatory Knowledge, 8(3), 32-49.