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

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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 have a special look to this subject.

The perceived organizational effectiveness of different approaches and various patterns such as aim 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 Seashore1967), 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
these models and approaches is one thing: Successful organizations realize what can be achieved (Torkzadeh, 2007; Robbins, 2005; Hoy and Misco, 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. (Ranjbariyan, 1996).

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 important behavior 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 “fac-
tors influencing the effectiveness of job perfor-
ance” concluded that the impact of organiza-
tional climate on job performance was moderate and
there is a positive relationship between organiza-
tional climate and job performance.

Barati and colleagues (2010) studied the rela-
tionship between climate and conscience to do with
job performance and concluded the collegial atmo-
sphere and the innovative atmosphere directly and
indirectly dependent on job performance can be ex-
pected and positive organizational climate can in-
crease impact on job performance and work ethics.

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

Shariatmadari (2009), investigated the rela-
tionship between organizational health and orga-
nizational effectiveness in reaching Organizational
health and organizational effectiveness as bodies
adaptable, and motivating employees to solve prob-
lems 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 envi-
ronment 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 rela-
tionship between the heads.

Second hypothesis: organizational climate Com-
ponents has a significant relationship with or-
ganizational commitment of school principals.

Third hypothesis: organizational climate Com-
ponents has a significant relationship with effec-
tiveness of managers.

Fourth hypothesis: organizational climate Com-
ponents significantly predicts organizational
commitment.

The fifth hypothesis: organizational climate Com-
ponents was significantly able to predict effec-
tiveness of managers.

**Materials and Methods**

**Method**

Considering to the nature and objectives, re-
search 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 in-
cluded. 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, restric-
tion, colleagues, close and pretend to be adopted.

2 – Organizational Commitment Question-
naire: In this research, to measure organizational
commitment and organizational commitment vari-
bles, Porter and colleagues’ (1974) questionnaire
was used. To assess reliability of the questionnaire,
Cranach’s alpha coefficient was used, after the cal-
culation of coefficient of reliability of the question-
naire 0 /814 was calculated.

3 – Effectiveness Questionnaire: to measure
the effectiveness of managers, 35-item question-
naire of Laylz and Fayol and Friedman (2001) was
used. The questionnaire was set based on measur-
ing the effectiveness of social systems Parsons and
similar in Imani (2011) research has been used to
measure the effectiveness of school administra-
tors. In this questionnaire measures of school ef-
effectiveness included: Compatibility (9 items), cover
(9 items), integrity (8 items) and attaining the ob-
jective (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 compat-
ibility 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

<table>
<thead>
<tr>
<th>Organizational climate</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>48/0 0001/0</td>
</tr>
<tr>
<td>Effectiveness</td>
<td>4/0 0001/0</td>
</tr>
</tbody>
</table>

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

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

Table 2: Correlation coefficient between the organizational climate Components with effectiveness of managers

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>The correlation coefficient</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support</td>
<td>36/0</td>
<td>0001/0</td>
</tr>
<tr>
<td>Grammatical</td>
<td>21/0-</td>
<td>03/0</td>
</tr>
<tr>
<td>Restriction</td>
<td>18/0</td>
<td>06/0</td>
</tr>
<tr>
<td>Collaborative</td>
<td>23/0</td>
<td>01/0</td>
</tr>
<tr>
<td>Intimate</td>
<td>32/0</td>
<td>001/0</td>
</tr>
<tr>
<td>Pretending Work to Work</td>
<td>02/0 7/0</td>
<td></td>
</tr>
</tbody>
</table>

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 (0/0P≤). Therefore, these coefficients are meaningful. Thus between the components supportive and friendly there is Collaborative relationship with organizational Commitment have positive and significant relationship.

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

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>The correlation coefficient</th>
<th>Significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support</td>
<td>36/0</td>
<td>0001/0</td>
</tr>
<tr>
<td>Grammatical</td>
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<tr>
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<tr>
<td>Intimate</td>
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<td></td>
</tr>
</tbody>
</table>

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 (0/0P≤). Therefore, these coefficients are meaningful. Thus between the components supportive and friendly there is Collaborative relationship with organizational commitment.

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

<table>
<thead>
<tr>
<th>Predictor variables</th>
<th>Support</th>
<th>Grammatical</th>
<th>Restriction</th>
<th>Collaborative</th>
<th>Intimate</th>
<th>Pretending to Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>0/111</td>
<td>0/08</td>
<td>-0/286</td>
<td>0/581</td>
<td>0/69</td>
<td>0/051</td>
</tr>
<tr>
<td>R²</td>
<td>1/22</td>
<td>-1/04</td>
<td>-3/5</td>
<td>6/04</td>
<td>0/47</td>
<td>0/64</td>
</tr>
<tr>
<td>F</td>
<td>P&lt;</td>
<td>beta</td>
<td>T</td>
<td>p&lt;</td>
<td>T</td>
<td>p&lt;</td>
</tr>
<tr>
<td>P&lt;</td>
<td>0/22</td>
<td>0/29</td>
<td>0/0001</td>
<td>0/0001</td>
<td>0/08</td>
<td>0/5</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Predictor variables</th>
<th>Support</th>
<th>Grammatical</th>
<th>Restriction</th>
<th>Collaborative</th>
<th>Intimate</th>
<th>Pretending to Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>R</td>
<td>0/363</td>
<td>-0/277</td>
<td>0/08</td>
<td>0/52</td>
<td>0/26</td>
<td>0/046</td>
</tr>
<tr>
<td>R²</td>
<td>3/3</td>
<td>-3/04</td>
<td>0/8</td>
<td>0/26</td>
<td>2/6</td>
<td>0/01</td>
</tr>
<tr>
<td>F</td>
<td>P&lt;</td>
<td>beta</td>
<td>T</td>
<td>p&lt;</td>
<td>T</td>
<td>p&lt;</td>
</tr>
<tr>
<td>P&lt;</td>
<td>0/001</td>
<td>0/003</td>
<td>0/4</td>
<td>0/001</td>
<td>0/4</td>
<td>0/6</td>
</tr>
</tbody>
</table>

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-
ents 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), Beryginiya (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


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