

Determining the Relationship between Dimensions of Management Condition and Organizational Climate with Team Work Effectiveness: An Empirical case study

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ABSTRACT

This research tries to investigate the relationship between dimensions of management condition and organizational climate with items of team work efficiency within subgroup teams of “Mobarakeh Steel Company” as a case study. This research has been an applied and field study, its method was descriptive and correlation type, and its statistical universe has been 500 personnel of company. The instruments of this research include questionnaires of “Feghhi Farahmand, 2003”, “Nasurdin et al., 2006”, and “Starceovich, 2009”. Pearson Correlation Coefficient was applied to data analysis, and regression analysis through simultaneous and progressive method was used to investigate the relationship between research variables. Results and findings of research indicate that variations in dimensions of organizational climate, management situation and team efficiency were in parallel, and in same direction. In fact, as much as the relations and labor spirit move toward positive and ideal, it encourages individuals to reinforce group affiliation in work environment. Moreover, the way of administrating employees, in turn, can promote the team performance through formulation policy and the method of team leadership. The method of performing affairs and the way of improving performances can result in formation effective teams that have ability and necessary and sufficient support to create synergism and desired application; furthermore, the effectiveness of team leadership, in addition to accomplished management style and plans that are performed by management, will affects the efficiency of leadership and will result in improving and developing it.

KEYWORDS: Efficiency; Organizational Climate; Management; Team Work; Labor Relations.

1. INTRODUCTION

The world is going toward variation and evolution, and moves toward development. Variation in modern society is an inevitable issue. A successful manager is who can coordinate her/ his organization along with variations of society and who intellectually prepare the ability of innovating, thinking and creativity of her/ his personnel, and each day, by contribution of personnel’s innovative and creative ability and by imposing noble plans and encouraging and enforcing them, move the organization forward, so that influence the development and progress of other organizations of society (Feghhi Farahmand, 2003).

In order to stability and achieving competitive advantages in organization, there should be different mechanism, and in particular, human resource should be under necessary investment. Nowadays, common and hierarchical structures turning toward team structures and through it, the organization have achieved exploitation, economizing, additional production and profitability. Therefore, it is necessary that team work system has been designed and accomplished. Team work, in aspect of individual and organization dimensions has great advantages and some of them include sense of individual security, satisfaction, prorating job difficulty, being multiskilling person and diminishing the accidents, increasing productivity, moderating organizational levels, formation of participation, participation decision making, immediate and on time decision making of employees in operational levels (Soltani and Poorsina, 2005).

One of the significant issues that occur in modern organization is group formation and team work. It is practically demonstrated that teams play essential role in success of organization and as well as, theories and researches have confirmed it. There are many subgroups that are related to organizational team, such as: self-direction groups, quality control group, organizations that have high performance, operating system with high level performance and social technical systems. Robbins and Coulter (1999) believe, team work have more complete and difference information and because of great participation of members in proposing new plans, selecting ability will

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increase and ultimately will justify team. Moreover, team work has significant impact on performance and productivity of organization. Nadler and Gerstein (1992) have confirmed the importance of information sharing and considering to realization of multiskilling among their members. They pointed out the importance of planning and coordination of team members. The necessity of team formation and team work within organizations indicate the importance of studying team work (Derra, 2004).

Problem Description

Variable conditions in the world of management have led to situation in which business knowledge, financial management of information technology and other type of managerial skill, generally, are available and applicable through majority of managers or managerial teams within successful organization. The distinction between successful manager and unsuccessful one is their competence (Zadel 2006). Management, implicitly indicate to powerful and dynamic person who are the leader of successful team who are directing expansionist corporates from top of their luxurious office or determining the path of nations (Yokel, 2003). Leaders, in order to being effective, at first need self-management, and in order to increase the efficiency and effectiveness of individual within organization, they should manage organizational complicated relationships and they should be able to formation an organization that overlap achieving the demands of future business world (Altig *et al.*, 2004). Hence, it is clear that a broad extent of an effective manager's characteristics is on the basis of personal characteristics and behavior along with skills in the way of communicating (O'Connor, 2004).

The Groups are the base of many developments in organizational performance. Nowadays the existence of groups is inevitable aspect of life, and because of labor group, productive organizations (leader and successful) could continue their life. Effectiveness of labor group is the result of combination the labor group performance and the rate of managers' satisfaction of their membership in group (Moghadam, 2008). Using activities based on team, within organization has broad advantages that improve the organization performance, better quality of products/ services, less labor force and reducing the transferring and resignation are the most important ones. Frequently, leaders pay less attention to team efficiency and even they are not aware of team progression and development trend and think team will plan and perform activities by itself (Anderson, 2010).

On the other hand, the climate is an effective factor on the organization performance, as well as on motivation and the behavior of organization members that have direct relations with employees' production ability, innovation and creation in organization, rights, social situations and communication networks among the members of organization. Organization climate are investigating in distinguishable groups, teams, parties, and the proponent of an organization are investigating. Therefore, through analyzing groups, behavioral norms and common patterns of organizations' members are investigating and developing this level, will create some opportunity in order to expanding the common climate in organization (McMurray & Scott, 2003).

Research Objectives

General Objective

It is determining the relationship between dimensions of management situation and organizational climate with dimensions of team efficiency in labor groups of Mobarakeh Steel Company.

Partial Objectives

- 1- Determining the relationship between dimensions of team work efficiency within labor groups of steel company.
- 2- Determining relationship between organizational climates with dimensions of team work efficiency within labor groups of steel company.

Research Questions

General Question: is there any relationship between dimensions of team work efficiency with management situation and organizational climate within labor groups of Mobarakeh Steel Company?

Sub-questions

- 1- Is there any relationship between organizational climate and team efficiency within labor groups of Mobarakeh Steel Company?
- 2- Is there any relationship between management situation and team efficiency within labor groups of Mobarakeh Steel Company?

Definitions of Terms and Research Words

Theoretical Definition

Organizational Climate: Organizational climate is a relative durable attribute of organization that leads to differentiation of that organization from others, and involve revealed collective perception in some factors such as independence, trust and solidarity, support, identity, identification, invention and neutrality, as well as it develops interaction between members. Organizational climate is using as a base of interpreting the situation and is as reflector of norms, values, conceptions, attitudes of Organizational culture. Moreover, it acts as an effective and influential source to formulate behavior (Jamshidiyan, 1995, p. 51).

Management Situation

It is method of interaction between management and manpower and organizational events, so that is effective on the quality and quantity of results and the rate of achieving the goals.

Management Style

It is the way that manager behaves manpower and recruits them (Feghhi Farahmand, 2003).

Team Structure

Team structure is a method to division of function, determining and description of team orders and responsibilities in order to achieving the most appropriate correspondence between individual and group objectives.

Team Leadership

Team manager uses proper and flexible managerial methods to formulation a team process, and spends time to progress team work. Leader, exactly and logically introduce team to other department of organization.

Labor Relations

Relations are as information transmission from a group or an individual to other group or individual, and accomplish as written or verbal order, informal conversation, printed reports or executive instruction in work environment (Starceovich, 2009).

Operational Definitions

Team Climate: in present research, team climate means the score that one has gotten from questions of team climate that includes five questions in team efficiency questionnaire.

Management Situation: in present study, it means a score that one has gotten from each scale of management style, designing, communications and information, time management and delegation in questionnaire of management situation.

Management Style: in this research, it means a score that one has gotten from the questions of management style that includes ten questions in questionnaire of management situation.

Team Structure: in this research, it means a score that one has got from the questions of team structure and includes five questions in questionnaire of team efficiency.

Team Leadership: team leadership in this research means a score that one has gotten from team leadership questions that includes five questions in questionnaire of team efficiency questionnaire.

Labor Relations: in present research, it means a score that one has gotten from labor relations questions that includes four questions in organizational questionnaire.

Research Theoretical Substructures

Management

The role of organization top management is very significant, since managers could interpret environment in different forms, and as a result, determine different goals. Top management constructs objectives, strategies, organizational plan and expansively can affect organizational efficiency (Defth, 1998).

Management Functions: it includes planning, organizing, directing, control and leadership. The role of manager as leader includes his/ her interrelationships with subordinates. The importance of leadership role is as a result of this issue that manager should reconcile psychological and social requirement with organization objectives. The significant issue in leadership is providing an effective motivate among employees in order to cooperate toward organization goals. Leadership power and having insight and flexibility that are necessary in order to motivating individual to cooperate is essential characteristic of each manager in organization (Eghtedari, 2001). Leadership is a

process (not position) that includes the relationship between leaders and their followers and as well as is risk propensity, creativity, variation and insight (Altig *et al.*, 2004).

Organizational Climate

While climate usually is described as employees' perception of their organization, this concept during years had suffered from different definition and discrepancies in organizational concept. Principal approach envisions organization climate as common perceptions of employee about organizational event, approaches and mechanism (Patterson *et al.*, 2005).

Dimensions of Organizational Climate

It includes spirit, intimacy, social isolation, physical environment, psychological and social characteristics, internal environment, tangible factors (external), hierarchal structure, financial resources, organizational objectives, personnel skills and abilities, situation of organizational technology, performance criteria (internal), attitudes, feelings, values, norms, job satisfaction, social-individual interaction with peers, subordinates and superordinate in each organization.

Team Efficiency

As a result of developing of technology and complicating organizational activities, we can claim that the age of individual activity has come to end and today, management instead of being the management of individual is the management of labor group. The ability of formulating efficiency groups and coordinating them, through being effective coordinator, group leadership and the member of group is necessary (Feghhi Farahmand, 2003).

Common characteristic of team include:

- ❖ Members are participants in division of function and objective setting.
- ❖ Members, in order to realizing the team function, frequently communicate with each other.
- ❖ Team out of its scope and within organization has an identity that is defined and determined by others.
- ❖ Members have defined the roles and in addition they have found the relationship between these roles (Anderson, 2010).

The Framework of Team Efficiency

Team efficiency within organization, includes at least two dimensions: team performance and team viability (potential of achievement). Team performance indicate the degree that team output estimate the performance criteria that are given by supervisors or customers of inter or out of organization and even goes beyond it. Measuring the team performance, based on customers' expectation or stakeholders indicate on the relationship between team performance team and organization too (organization performance). Team viability indicates the degree that whether or not team process keeps capability and interest of team member to continue their cooperation or increase it and whether or not the experience of team satisfies the members' requirements.

Determinants (indicators) of team efficiency include team composition, team designing, organizational resources, rewards, team objectives (Feghhi Farahmand, 2003).

Intra-team Processes

Organizational psychologists, in order to identification the critical team processes that related inputs to indicators of efficiency, were too active. Nevertheless, although team processes seem critical in order to understanding the team efficiency, Kozlowski and Bell (2003), Hoch & Kozlowski (2012), Kozlowski and Bell (2008) indicate that there is a little convergence in a critical collection of processes. Team process is a way in which teams perform their functions through it. Team process has no relationship with what a team produces; instead, it has relationship with how a team performs its activities. According to this general definition, some of different component of team process may be significant in team efficiency.

Research Method, Statistical Universe, Sampling Method and Instruments

The type of this research based on research objectives has been applied research and based on data collection was field study. The method of research is descriptive and correlation type. Its investigated studies statistical universe that have been all male members of teams that were participants of instructional session that were conducted by human resource management and in period of doing research, were 500 person; 300 questionnaires distributed among this statistical universe of 500, that after gathering, 250 questionnaires (about 83.3 percent return) were valid in order to analyzing. Therefore, the sample of this research has been estimated 250 persons. According

to method of distributing and gathering questionnaires, used sampling method in this research has been non-random and in handy one. Instruments of this research include Fegghi Farahmand (2003) questionnaire in item of management situation and the questionnaire of Nasurdin et al. (2006) for organizational climate item and questionnaires of Starceovich (2009) for item of team work efficiency. In order to data analyzing, Pearson Correlation Coefficient and regression analysis are applied through simultaneous and progressive method, to investigate the relationship between research variables.

Results and Research Findings

Question1- is there any relationship between organizational climate and team efficiency?

Table 1: correlation coefficient between dimensions of organizational climate and team work efficiency

		Labor relation	Decision making	Personnel management	Labor spirit	training	planning	Job values
Team bias	r	**0.247	0.19	*0.144	**0.193	-0.048	0.069	-0.039
	significance	0.000	0.756	0.023	0.002	0.447	0.277	0.537
Team leadership	r	**0.224	0.022	0.118	*0.153	-0.086	0.016	0.071
	significance	0.000	0.733	0.062	0.016	0.173	0.801	0.266
Team climate	r	**0.214	*0.125	*0.156	*0.138	-0.025	0.103	-0.038
	significance	0.001	-0.048	0.013	0.029	0.69	0.103	0.555
Team structure	r	**0.22	0.067	*0.139	*0.147	-0.103	0.092	-0.05
	significance	0.001	0.291	0.029	0.021	.0107	0.15	0.438
Team process	r	0.079	0.092	0.001	0.093	-0.119	0.012	-0.066
	significance	0.216	0.149	0.99	0.146	0.063	0.845	0.299

*Significance level of 0.05

** Significance level of 0.01

As shown in table 1, among dimensions of organizational climate and labor relations, labor spirit ($p \leq 0.01$) and personnel management ($p \leq 0.05$) have had positive and significant relationship with team bias. Moreover, dimensions of labor relations ($p \leq 0.01$) and labor spirit ($p \leq 0.05$) have had positive and significant relationship with team leadership. Dimensions of labor relations ($p \leq 0.01$), decision making, personnel management and labor spirit ($p \leq 0.05$) have had positive and significant relationship with team climate. Dimensions of labor relations ($p \leq 0.01$) and labor spirit ($p \leq 0.05$) have had positive and significant relationship with team structure; and other dimensions of organizational climate have no significant relationship with team process ($p > 0.05$). These findings are consistent with researches of Derra (2004), Van Vianen et al. (2013), Gómez and Rosen (2001). (2001), Abraham (1999).

Question2- is there any relationship between management situation and team efficiency?

Table 2: correlation coefficient between dimensions of management situation and team work efficiency

		Management style	designing	Information & communication	Time management	delegation
Team bias	r	**0.233	*0.163	0.107	0.086	0.107
	significance	0.000	0.01	0.091	0.174000	0.093
Team leadership	r	**0.245	**0.182	*0.138	0.112	0.188
	significance	0.000	0.004	0.029	0.077	0.063
Team climate	r	**0.26	**0.254	**0.234	**0.223	**0.216
	significance	0.000	0.000	0.000	0.000	0.000
Team structure	r	**0.256	**0.201	**0.188	**0.175	**0.183
	significance	0.000	0.002	0.003	0.006	0.004
Team process	r	0.069	0.014	-0.023	0.023	-0.044
	significance	0.283	0.824	0.717	0.723	0.495

*Significance level of 0.05

** Significance level of 0.01

As shown in table 2, among dimensions of management situation, management style ($p \leq 0.01$) and designing ($p \leq 0.05$) have had positive and significant relationship with team bias. In addition, dimensions of management style, designing ($p \leq 0.01$) and Information & communication ($p \leq 0.05$) have had positive and significant relationship with team leadership. All dimensions of management situation have had positive and significant relationship with team climate and team structure ($p \leq 0.01$). Dimensions of management situation have no significant relationship with team

process ($p < 0.05$). The results are consistent with researches of Drouin et al (2010), Duygulu and Ciraklar (2008), Dannhauser (2007).

Conclusions

In order to explication of research findings, one can state the variation of expressed dimensions of management situation and dimensions of team efficiency have been in same direction. Results and findings of research indicate that variations in dimensions of organizational climate and management situation and team efficiency were in parallel, and in same direction. In explicating of these relations, one can state that, relations and labor spirit, within each organization, as a facilitator or inhibitor factor, are preparing everything to co-workers interest in formulating a team or its destruction. In fact, as much as the relations and labor spirit move toward being positive and desired, it encourages individuals to reinforce group affiliation in work environment. In addition, the way of administrating employees, in turn, can promote the team performance through formulation policy and planning, and influence values, perspectives, missions, strategy, objectives, team priorities and the method of team leadership. The way that manager of organization behave to his/her human power, the way of management treatment to team and organizational event, determining team and organizational bias, the method of performing activities and the way of improving the performance could lead to developing effective teams that have necessity and sufficient power and support in order to desired synergism and performance. Management style that are performing in organization, and planning and designing that are performing in terms of objectives and organizational strategies by organization management, will affect the path of performing affairs in team, moreover in terms of team leadership efficiency, beside performed management style and planning that are performing by management, have influenced leadership efficiency and will lead to its improving and developing.

Research recommendations

- 1- It is recommended to interested researchers that in next researches, pay attention to evolutionist interchangeable and moralist leadership style, in order to determining their role in team efficiency.
- 2- Using applied scales in performed researches in other part of country and other industries, and comparison the results of this research with others, are recommended.
- 3- Studying the usage of applied measures in this research, in mid or small industries is recommended in order to preparing the possibility of comparison and understanding the general conditions of these organizations.
- 4- Repeating this research in other homogenous industries and in more expansive measures is recommended in order to developing a base for investigational comparison.
- 5- Using other patterns of team action pathology and measuring the relationships of other investigational variables along with understanding the relationship between different variables in this process, is recommended.
- 6- Performing this research in expanded measure, in order to observing drawbacks of these industries through speculation and correctional outlook are recommended.

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