

The relation between organizational culture and performance of school administration of Roudbar in 2011-2012 school years (To study Islamic Azad University, Rasht branch)

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ABSTRACT

In today's competitive world, the biggest and most crucial asset of any organization is human resource. In such circumstances, the employee can well afford their duties when they have the required skills and abilities. Dynamic, intelligent and purposeful education system required efficient and knowledgeable manpower. Today, education as a sub-system of society has an important role in the development process. This study has been performed by the title of the role of organizational culture on the school administrators. The research method is correlation method and the population of this study is includes all principles and teachers in schools. Sampling method in this study is simple random sampling. According to the estimation table, the sample size was 626 principles. The tool for data collection is questionnaire. The data was analyzed by calculating descriptive and inferential statistics and the results are as follows:

All hypotheses were confirmed and there was significant relationship between organizational culture and manager's performance variable.

Finally, dimensions of organizational culture with about 37% can predict or explain performance.

KEYWORDS: organizational culture, manager's performance

1. INTRODUCTION

Human and communities in social systems has generally common beliefs, values and behavior patterns that as a whole form the culture of that community or social system (Zarei Matin, 1995).

Corporate culture is often provides unwritten rules and untold guidelines in order to compromise with others in the organization and increases the stability of the social system. (Bidokhti Amin et al, 2010).

Adaptation of corporate culture with internal and external condition of the organization can provide the areas for organizational improvement and increasing manager's performance and lack of proper fit between cultural values and organizational commitment reduce the organization performance and effectiveness (Khadivi, 2007).

According to the author, corporate culture influenced on all organizational aspects and managers performance and how to coaching and training for employees. Thus, management is not something separate from culture. Therefore it is necessary to became aware of its strengths and weaknesses and identify the dimensions of effective corporate culture component by understanding of corporate culture as character of education agencies (schools) and glue that binds their texture together.

Despite it is no longer two decades of experience in organizational culture studies, but researches have shown the effects of organizational culture and cultural effects on the employee's organizational behavior and some authors have supported the hypothesis that successful companies and organizations had strong cultures.

The studies about this subject while identifying the organizational culture found in the administration of education in Rudbar can be a strategy for authorities in resolving problems regarding the organizational culture of schools and their principal's performance. Moreover, though the study of organizational culture can be reviewed how to school administrators performance. So we can say that this study will be helpful in the educational planners to design programs that lead to improved administrators performance and to help school administrators to recognize their managerial performance rate in the school and its relates to organizational culture and compared to successful and efficient school cultures and if necessary, to modify and change the organizational culture of schools and to ensure organizational effectiveness and efficiency and reach to organizational objectives research.

In conclusion we can say that culture management is means to use cultural elements and more importantly, changing the mood of these elements play important role in organizations. To do this,

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managers must analyze and define their organization's culture and determine the culture and values that are appropriate to support their mission and goals, and then they created it. What is required for this research project is that sometimes in the same regard is an attempt to examine the relationship between corporate culture and performance of school administrators until to create a dynamic environment to help educational organizations in order to achieve their desired goals.

LITERATURE REVIEW

Corporate culture

Often, the corporate culture as an important factor in measuring organizational performance that refers to the determined values, underlying assumptions, expectations present in an organization is ignored. Organizational culture tells what is in our scope (Quinn, 1999).

Components of corporate culture variable

1-*Outcome orientation*: It is referring to the extent that organization emphasis on performance and results and has high expectations for performance and is competitive. It is expected that those organizations that are more oriented in the result, focused as a means on the product quality improvement that will increase their competitive advantage.

2-*Attention to the detail*: In a word, is included the attention to accuracy. Performance management activities involve using methods of statistical process control, mismatch activities assessment and quality cost and creates cause and effect analysis. Hence, the organization that more focus on attention to detail has been expected that applied in the implementation of performance management.

3- *Stability*: Is the scope of an organization and its employee's value stability that including job security.

4- *Team work (respect for persons)*: Respect to persons refer to the collaboration between employees or business units within an organization and the domain of justice, the rights of individuals, and tolerance. Empowerment of groups increase flexibility and can be shortened time retardation in response to variables and uncertainties in production or service processes. Hence, it helps to the continuous improvement of production process.

5- *Innovation*: It refer to specification and the flexibility of the business unit to change and can be defined as the members decisions of an organization that pay attention to adoption of new management techniques and innovations.

6- *Ambition (aggressiveness)*: Ambition refers to the extent that an organization is aggressive and predictable (O'reilly, 1991).

Managers' performance:

School administrators have specific tasks that are required to perform those tasks. Given the above definition of managers' performance in this study, managers' performance means doing those tasks from the directors that using a questionnaire judged by school teachers. These tasks included the seven components as follow: Ability, knowledge of job, organizational support, benefits, feedback, reliability, compatibility that based on the combination of elements found in the research literature and commensurate with the nature of the education system has been considered (Rezaeian, 1991).

The component of executive function variable

1) *Ability or Job readiness*: key component of capability is: Working knowledge of job, work related experience, job-related capacity. It must remember that people are not a set of capabilities and each person has a set of strengths and weaknesses.

2) *Job recognition*: Each employee should have good understanding of what, when and how to do it and job also is acceptable to them. To increase good knowledge, employees need to aware priorities long-term and short-term goals and how to obtain each of them. They need to know what targets in what times has highest priority.

3) *Organizational support*: support is means the help employees need to successful perform of the work. Some useful factors include: Adequate funding, facilities, support from the organizational unit, the availability of quality products, and adequate supply of human resources. If the organization does not have enough support, manager must examine the problem more closely.

4) *Motivation or incentive*: The motivation means employee motivation to related work (In evaluating the people motivation has to remember that all individuals have not the same desire to do everything). Motivation is the successful completion of the work they have. If staffs have a motivation problem, the first step to removal it is reward and punishment.

5) *Performance feedback*: Informal presentation of daily performance of the employee to him as well as periodical official visits. An effective feedback informs the staff from their work on a regular basis.

6) *Validity*: It refers to the validity of decisions related to human resources in terms of legal and norms by management. Managers should ensure that their decisions about the employees are proper in terms of organization Legal Policy.

7) *Environmental compatibility*: The external factors that can affect the performance of employees constitute the environment. These factors will affect the employees' performance, even if employees can identify, support and willingness necessary to do the work.

The concept of organizational culture has been considered as factors affecting the efficiency and performance of the organization. If good working culture may be expanded between management and employees, it leads to strengthen organizational commitment, promotion, ethics, higher performance and productivity.

Research hypotheses

- 1- There is a significant relationship between organizational culture and performance of school principals.
- 2- There is a significant relationship between outcome orientation and performance of school principals.
- 3- There is a significant relationship between attention to the detail and performance of school principals.
- 4- There is a significant relationship between stability and performance of school principals.
- 5- There is a significant relationship between teamwork and performance of school principals.
- 6- There is a significant relationship between innovation and performance of school principals.
- 7- There is a significant relationship between ambition and performance of school principals.

RESEARCH METHODOLOGY

This study is functional and correlation type. The population was 626 of all schools principles of West Guilan and its sample size was 138. The data collection tool is questionnaire.

The methodology of this research is descriptive and correlational method which is reviewed whether independent variables are related with the dependent variables? And if so, what is the extent and severity of it (Khaki, 2008)?

In fact, the correlation study that in turn is subset of descriptive studies (non-experimental) is done with the aim of showing the relationship between the variables. This study in classifying the studies according to their goals is in the area of descriptive studies. The aim of any descriptive study is to describe aspects of the phenomenon in the researcher's point of view with individual, institutional, industrial, etc. perspective (Sekaran, 2007).

In terms of the type of supervision and control degree, this study is one of field research, since the researcher can check variables in their natural state. In terms of the extension of application, this research is applied research and finally in terms of data collection method is a field research.

Variable	Cronbach's alpha coefficient
outcome orientation	82/4
attention to the detail	76/6
stability	82/8
teamwork	89/6
innovation	80
ambition	90/8
organizational culture	94/6
Manager performance	93/6

1) Table of variables alpha coefficient

Methods of data analysis

The next step to analyze the data is using inferential statistical techniques. In inferential statistical analysis, it seems that how the results of the small group can be generalized to the larger population group (Hafeznia, 2004). What has been used in this study is the use of parametric methods.

Statistical hypothesis test used in this study is the use of Pearson correlation coefficient calculation. The H0 in this test indicate that there is no correlation (Khaki, 2008).

Data Analysis

Variable	Number	The correlation coefficient	significance level	Result
Corporate Culture and Performance	138	54/9 percent	0/000	Confirmed
Outcome-orientation and performance	138	41 percent	0/000	Confirmed
Attention to detail and performance	138	29/7 percent	0/000	Confirmed
Stability and performance	138	40 percent	0/000	Confirmed
Teamwork and performance	138	46/7 percent	0/000	Confirmed
Innovation and performance	138	39 percent	0/000	Confirmed
Ambition and performance	138	46 percent	0/000	Confirmed

2) Table of the correlation coefficient between organizational culture (components) and Executive function

Manager performance

There is a significant relationship between organizational cultures and the six components of culture with school administrators’ performance.

According to the table it can be seen that H0 with 95% confidence is rejected and H1 is confirmed and there is significant relationship between two variables.

Conclusions and recommendations

Based on the description and analysis of the data collected can be said that:

-The mean and standard deviation of organizational culture variable is 3/1895 and 0/46484, respectively that shows the organizational culture rate in terms of managers is more than the expected average (3).

-The mean and standard deviation of administrators’ performance variable is 2/9840 and 0/43924, respectively that shows the administrators’ performance rate in view of managers is less than the expected average (3).

- The mean and standard deviation of outcome-orientation variable from the characteristics of Organizational Culture is 3/2105 and 0/62303, respectively that shows the results-orientation variable rate in view of managers is higher than the expected average (3).

- The mean and standard deviation of attention to the detail variable is 3/1618 and 0/66817, respectively that shows the rate of attention to the detail variable is higher than the expected average (3).

- The mean and standard deviation of stability variable is 3/221 and 0/75941, respectively that shows the rate of stability variable is higher than the expected average (3).

- The mean and standard deviation of teamwork variable is 3/1872 and 0/56613, respectively that shows the rate of teamwork variable is higher than the expected average (3).

- The mean and standard deviation of innovation variable is 3/0808 and 0/59337, respectively that shows the rate of innovation variable is higher than the expected average (3).

- The mean and standard deviation of ambition variable is 3/4348 and 0/71436, respectively that shows the rate of ambition variable is higher than the expected average (3).

-In relation to the first hypothesis, it was observed that there is a significant positive relationship between the role of organizational culture and manager’s performance. Thus, the correlation between two variables is +54/9 % indicating a direct relationship between the two variables. Coefficient of determination between the two variables is equal to 0/301. This shows that the corporate culture variable can predict the performance of managers in 30/1.

-In relation to the second hypothesis, it was observed that there is a significant positive relationship between the role of outcome orientation and manager's performance. Thus, the correlation between two variables is +41 % indicating a direct relationship between the two variables. Coefficient of determination between the two variables is equal to 0/168. This shows that the corporate culture variable can predict the performance of managers in 16/8.

-In relation to the third hypothesis, it was observed that there is a significant positive relationship between the role of attention to the detail and manager's performance. Thus, the correlation between two variables is +29/7 % indicating a direct relationship between the two variables. Coefficient of determination between the two variables is equal to 0/088. This shows that the corporate culture variable can predict the performance of managers in 8/8.

-In relation to the fourth hypothesis, it was observed that there is a significant positive relationship between the role of stability and manager's performance. Thus, the correlation between two variables is +40 % indicating a direct relationship between the two variables. Coefficient of determination between the two variables is equal to 0/16. This shows that the corporate culture variable can predict the performance of managers in 1/6.

-In relation to the fifth hypothesis, it was observed that there is a significant positive relationship between the role of teamwork and manager's performance. Thus, the correlation between two variables is +46/7 % indicating a direct relationship between the two variables. Coefficient of determination between the two variables is equal to 0/218. This shows that the corporate culture variable can predict the performance of managers in 21/8.

-In relation to the sixth hypothesis, it was observed that there is a significant positive relationship between the role of innovation and manager's performance. Thus, the correlation between two variables is +39 % indicating a direct relationship between the two variables. Coefficient of determination between the two variables is equal to 0/152. This shows that the corporate culture variable can predict the performance of managers in 15/2.

-In relation to the seventh hypothesis, it was observed that there is a significant positive relationship between the role of ambition and manager's performance. Thus, the correlation between two variables is +46 % indicating a direct relationship between the two variables. Coefficient of determination between the two variables is equal to 0/211. This shows that the corporate culture variable can predict the performance of managers in 21/1.

ANOVA and linear regression between organizational culture and performance of managers indicate the sig value less than 5 percent and representing the linear model. The intensity of the relationship between organizational culture and performance of managers is 60/7. Thus it can be seen that among the organizational culture dimensions, ambition variable has the most effective on performance of managers.

Comparing the present results with previous research:

A study has been carried out with the title of examines the relationship between organizational culture with administrators performance in a public secondary school in 19 districts of Tehran by Tahereh Fahmide Nia (2003). The results showed a positive relationship between these two variables. The study also found a positive relationship between organizational culture and performance of school administrators.

Another study has been carried out by Ariel et al (1996) as the relationship between organizational culture and organizational manager's performance that found a positive relationship between these two variables. The results of the current study are in line with the results of that research

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