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The relationship between organizational climate with job satisfaction of educational teachers at high school grade of Ardabil city

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ABSTRACT

The main purpose of the study is to review and evaluate the relationship between organizational climate with job satisfaction of educational teachers at high school grade of Ardabil City. The present study has been carried out as correlation-descriptive and scale based type research. The statistical community of the recent study is including the whole high school teachers of Ardabil City; the numbers of these teachers were 82 people based on the statistics and information of education office that the sampling was carried out by total-counting method. Two questionnaires of Liel Susman and Sam Deep (1989) organizational climate questionnaire (OCQ) and Visoki and Crome (1994) job satisfaction questionnaire were applied to collect the related data in this regard. The raw data using SPSS 18, descriptive statistics (distribution tables, percents, mean and deviation) and inferential statistics accordance with smirnov kolmogroph test result based on data normality and Pearson correlation was used in this case. The results represent the fact that there is a positive significant correlation between the organizational climate and job satisfaction. ($p = 0.01$, $r = 0.112$). The results of correlation coefficient between the dimensions of organizational climate and job satisfaction showed that there is a significant relationship between the target agreement, role agreement and agreement on approaches of organizational climate dimensions with the job and job satisfaction. However, there was no found a significant relationship between the target, role agreements and satisfaction on the approaches of organizational climate dimensions with coworker, optimization and from job satisfaction point of view. There were no found significant relationships between the effectiveness of the relations from the organizational climate dimensions with the whole dimensions of job satisfaction and connection between the praise satisfaction with organizational climate with job, optimization and payment from the job satisfaction. There was observed a significant relationship between the satisfactions from praise with the peer.

Key words: organizational climate, job satisfaction, physical training teachers

INTRODUCTION

According to the scientific findings, it can be perceived that the organizational success and effectiveness is considerably subjected to the recognition of an organization and organizational factors as well as using optimized and potential organizational forces particularly humanistic factors in this regard. The researchers and scientists of management science believe that some part of the thinking, leisure times and human activities have been devoted to

the organizations and they have become humanistic nature itself in the recent years. The recognition of behavioral patterns and its relationship with organizational various dimensions plays a key role in the optimization of organizational affairs [13]. In the present era, the organizations try to recognize the most possible opportunities and internal abilities and capacities to overcome any climate threats and to be able to find any pros and cons sophisticatedly. There have been variables such as organizational climate and job satisfaction playing as the most essential determinant factors in the field of organizational behavior for many years. Although the importance of these studies can be tangible in relation to various organizations and commercial or industrial organizations and many different evaluations have been fulfilled to recognize the behavioral patterns quantitatively and qualitatively, but the deficit of these studies can be felt easily among the sport organizations. Job satisfaction is subjected to the whole personal attitudes; the one whose job satisfaction is high, he or she will have positive attitude towards his or her job; thus, due to the importance of the job satisfaction variables and organizational effectiveness, the study of their relationships can be helpful for the managers of organizational affairs; this also can be useful for organizing the organizational targets as well. This study makes a fruitful pattern in the orientation and effectiveness of the organizations. The organizational climate and job satisfaction are the most efficient factors for any organizations. Unfortunately it should be stated that the organizational climate has been little paid attention in most organizations of our country by managers and officials in this regard. While, it is apparent that the organizational climate can be more effective in terms of the organizations' purposes; its definition also points to the fact that it is most prominent in the whole organizational affairs. The job satisfaction is also most efficient in organizational climate as well [10]. This kind of climate can influence on people's temperament into an organization making people's job satisfaction in a high potential situation. While, those ones whose job satisfaction is in low level, they will less efficient for an organization and these organizations cannot get reached to their purposes [9]. The high importance of the job satisfaction has been originated from the fact that most people spend their times at job atmosphere. In a definition of the job satisfaction, it can be stated that the job satisfaction is defined as the whole sensations and feelings as well as positive attitudes that people feel them towards their jobs. When someone says he has got high job satisfaction, he means he likes his job more having the high potential feelings towards the related job and making high value for his job. Thus, any attentions towards the process should be achieved in the management of organizational climate. The job satisfaction makes high efficacy and people can give their best struggles as well as physical and mental health increased and new skills can also be governed in this case. In turn, the lack of job satisfaction will have the worst consequences making the highest expenditures for the organizations. Hence, the managers are responsible for taking care of their settings and personnel's affairs in this regard [10]. The education system is the biggest system of a society that it can provide the background of the talent and aptitudes socially from the whole students. The education system can be fruitful in relation to social new members bringing the newest foundations for the community and in the other hand, this make social system purposes served socially [14]. Roudres et al (2001) stated that when the staffs get treated fairly and positively, they will believe the leadership high potentially at their job settings. In fact, in an atmosphere where the staffs can reach and have better accessibility to the resources and data as well, they will find creative opportunities making high potential ability in this case. The increase of job satisfaction can impact on the staffs' positive performance leading teachers to achieve their jobs eagerly and efficiently. This research makes to seek the schools organizational climate and the degree of job satisfaction determined and consequently the pros and cons of the process will be recognized and officials can also find better solution to increase the organizational performance efficiently.

MATERIALS AND METHODS

This research is a correlation-descriptive and as a scale-based study. The researcher tries to report the recent situation without any interventions and by the help of his mind deduction to define a comprehensive and complete description of the process. For the reason, the researcher has defined the organizational climate by the related questionnaires from the teachers' point of view; meanwhile, the subjects ha actively participated in obtaining the related data stating their own responses in this regard.

Statistical community:

The statistical community of the present study is included the whole physical training teachers of Ardabil City. These teachers have been employed as contract based or formal employment with three years teaching background in the educational department. Based on these data, the numbers of teachers were 82 people including the whole teachers of Districts 1 and 2 in Ardabil City.

Statistical sample:

The statistical sample of the recent study is equal to the statistical community due to its small volume that it was selected as head-counting and from these 82 people, 76 ones responded to the questionnaires.

Research tools:

This study has been done as filed and library based. (In library studies the related topics for the research background is required). Two questionnaires of OCQ (organizational climate questionnaire) led by Liel Susman and Sam Deep (1989) were used efficiently; this questionnaire includes 20 questions and the respond of each question measures five dimensions of satisfaction from the praise, effective communication, apparent role agreement, satisfaction on approaches and agreement as five-value domain (0-4). The other questionnaire is subjected to JDL (job descriptive index) led by Visoki and Chrome (1994) including 39 questions representing five aspects of the job; each aspect has a number of criteria (job, peer, coworker, optimization and payment) trying to measure someone's feelings towards his or her job. Also, a questionnaire conducted by the same researcher and consulted by the related teachers was applied in this regard. Then, the raw data using SPSS 18, descriptive statistics (distribution tables, percents, mean and deviation) and inferential statistics along with the result of Smirnov Kolmogoroff test based on data normality and Pearson correlation coefficient were used in this cases.

RESULTS**Table 1. Distribution and percent of distribution of responder's gender**

Statistical indices/gender	Distribution	Percent of distribution
Male	41	53.9
Female	35	46.1
Total	76	100

Based on table 1, about 54% male and 46% were female from the participants.

Table 2. Distribution and percent of distribution of responder's education

Statistical indices/gender	Distribution	Percent of distribution
Diploma	7	9.3
AD	25	39.2
BA	38	50
MA	6	7.9
Total	76	100

Based on table 2, about 9% of the participants had Diploma, 39% AD, 50% BA and 8% MA.

Table 3. Distribution and percent of distribution of responder's serving background

Statistical indices/gender	Distribution	Percent of distribution
Less 10 years	17	22.4
11-20 years	43	56.66
More than 20 years	16	21.1
Total	76	100

Table 4. Mean+ deviation indices of job satisfaction, organizational climate and creation

	Index	Mean	Std deviation
Organizational climate	Clarity and target agreement	2.421	1.134
	Satisfaction from praise	2.727	1.102
	Effectiveness of communication	2.263	1.109
	Clarity and role agreement	2.361	1.050
	Satisfaction and agreement on approaches	2.809	1.016
Job satisfaction	Job	3.122	1.101
	Peer	3.317	1.076
	Coworker	3.177	1.066
	Optimization	3.073	1.146
	Payment	2.355	1.086

Based on table 3, about 22% of the subjects had 10 years less serving background and 57% had 11-20 years and 21% more than 20 year serving background.

To determine the normality of the related data, Smirnov Kolmogroph test was applied efficiently.

Table 5. Results of Smirnov Kolmogroph test and measured indices

	Index	Z	Sig
Organizational climate	Clarity and target agreement	0.459	0.985
	Satisfaction from praise	0.868	0.439
	Effectiveness of communication	0.730	0.660
	Clarity and role agreement	0.707	0.699
	Satisfaction and agreement on approaches	0.459	0.985
Job satisfaction	Job	0.687	0.733
	Peer	0.785	0.569
	Coworker	1.150	0.142
	Optimization	0.947	0.331
	Payment	0.631	0.821

According to the obtained results in table 5, every variable represents the normality of the data; there is no found a significant difference here; also, the test of hypotheses results was showed.

First hypothesis:

There is no significant difference between organizational climate with job satisfaction among physical training teachers of Ardabil City.

Table 6. Relationship between organizational climate and job satisfaction

Statistical indices / variables	Mean	Std deviation	Pearson correlation coefficient	Result
Organizational climate	2.516	1.102	R = 0.112 Sig = 0.001	Significant
Job satisfaction	3.052	1.132		
<i>P < 0.01 N = 76</i>				

The correlation coefficient between organizational climate and job satisfaction has been shown in table 6. The research findings indicated that there is a positive significant relationship between organizational climate and job satisfaction in level $\alpha = 0.01$ representing the fact that the job satisfaction increases with suitable conditions of organizational climate and vice versa. Therefore, the hypothesis of H gets rejected in this regard.

Table 7. Relationship between organizational climate with job satisfaction

Statistical indices / variables		Mean	Std deviation	Pearson correlation coefficient	Result	
Clarity and target agreement	Clarity and target agreement	2.421	1.134	R =-0.153 Sig =0.008	Significant	
	Job	3.122	1.101			
	Clarity and target agreement	2.421	1.134			
	Satisfaction from praise	Peer	3.317	1.076	R =-0.203 Sig =0.001	Significant
		Clarity and target agreement	2.421	1.134	R =-0.056	
		Coworker	3.177	1.066		
		Clarity and target agreement	2.421	1.134	R =0.068 Sig =0.240	No significant
		Optimization	3.073	1.146		
		Clarity and target agreement	2.421	1.134		
Satisfaction from praise		Payment	2.355	1.081	R =-0.005 Sig =0.930	No significant
		Satisfaction from praise	2.263	1.109	R =0.113 Sig =0.049	No significant
		Job	3.122	1.101		
	Satisfaction from praise	2.263	1.109	R =0.189 Sig =0.001	Significant	
	Peer	3.317	1.076	R =-0.047 Sig =0.417	No significant	
	Satisfaction from praise	2.263	1.109			
	Coworker	3.177	1.066			
	Satisfaction from praise	2.263	1.109	R =-0.123 Sig =0.032	No significant	
	Optimization	3.073	1.146	R =-0.099 Sig =0.085	No significant	
Satisfaction from praise	2.263	1.109				
Payment	2.355	1.081				

Continue of table 7:

Statistical indices / variables		Mean	Std deviation	Pearson correlation coefficient	Result
Effectiveness of communications	Effectiveness of communications	2.809	1.016	R =0.029	No Significant
	Job	3.122	1.101	Sig =0.611	
	Effectiveness of communications	2.809	1.016	R =0.112	No Significant
	Peer	3.317	1.076	Sig =0.051	
	Effectiveness of communications	2.809	1.016	R =-0.022	No Significant
	Coworker	3.177	1.066	Sig =0.703	
	Effectiveness of communications	2.809	1.016	R =0.020	No Significant
	Optimization	3.073	1.146	Sig =0.727	
Effectiveness of communications	2.809	1.016	R =0.043	No Significant	
Payment	2.355	1.081	Sig =0.455		
Clarity and role agreement	Clarity and role agreement	2.727	1.102	R =0.169	Significant
	Job	3.122	1.101	Sig =0.003	
	Clarity and role agreement	2.727	1.102	R =0.197	Significant
	Peer	3.317	1.076	Sig =0.001	
	Clarity and role agreement	2.727	1.102	R =0.019	No Significant
	Coworker	3.177	1.066	Sig =0.744	
	Clarity and role agreement	2.727	1.102	R =0.067	No Significant
	Optimization	3.073	1.146	Sig =0.242	
Clarity and role agreement	2.727	1.102	R =0.129	No Significant	
Payment	2.355	1.081	Sig =0.025		
Satisfaction and agreement on approaches	Satisfaction and agreement on approaches	2.361	1.051	R =0.179	Significant
	Job	3.122	1.101	Sig =0.002	
	Satisfaction and agreement on approaches	2.361	1.050	R =0.185	Significant
	Peer	3.317	1.076	Sig =0.001	
	Satisfaction and agreement on approaches	2.361	1.050	R =0.072	No significant
	Coworker	3.177	1.066	Sig =0.210	
	Satisfaction and agreement on approaches	2.361	1.050	R =0.091	No significant
	Optimization	3.073	1.146	Sig =0.113	
Satisfaction and agreement on approaches	2.361	1.050	R =0.034	No significant	
Payment	2.355	1.081	Sig =0.559		

Second hypothesis:

There is no significant relationship between organizational climate (clarity and target agreement, satisfaction from praise, effective communication, clarity and agreement role and agreement on the approaches) with job satisfaction (occupation, peer, coworker, optimization and payment) of physical training teachers of Ardabil City.

The results of correlation coefficient between organizational climate with job satisfaction have been shown in table 7. The research findings showed that there is a significant relationship between the clarity and target agreement from the organizational climate and job and peer from the job satisfaction dimension. However, there is no found significant relationship between the clarity and target agreement of organizational climate dimensions with coworker, optimization and payment from the job satisfaction dimensions. Also, there is a significant relationship between satisfaction from praise and peer; however, there is no found any relationships between satisfaction from praise and job, coworker, optimization and payment from job satisfaction dimension. The results showed that there is no significant relationship between the effectiveness of communication and the whole job satisfaction dimensions. But, there is significant relationship between the clarity, role agreement and satisfaction from praise on the approaches and job and peer from job satisfaction dimensions. However, there is no observed significant relationship between the clarity and role agreement and satisfaction and agreement on the approaches with coworker, optimization and payment from the job satisfaction dimensions.

Third hypothesis:

There is no found significant difference between physical training teachers organizational climate of Ardabil City.

Table 8. Results of organizational climate comparison from male and female physical training teachers' point of view based on T test

Statistics / organizational climate	Number of observations	Mean	Std deviation	T	Df	Sig (2-tailed)
Men	820	2.606	1.090	3.442	1518	0.001
Women	700	2.411	1.108			

The results from T independent test ($p = 0.05$, $\text{sig} = 0.001$, $T = 3.442$) showed that there is a significant difference between male and female physical training teachers' point of view towards school's climate. Thus, the nil hypotheses (H) get rejected (Table 8).

Fourth hypothesis:

There is no significant difference between male and female teachers' job satisfaction of Ardabil City.

Table 9. Results of job satisfaction comparison from male and female teachers' point of view based on T test

Statistics / job satisfaction	Number of observations	Mean	Std deviation	T	Df	Sig (2-tailed)
Men	1599	3.064	1.075	0.579	2962	0.563
Women	1365	3.040	1.192			

The results from T independent test ($p = 0.05$, $\text{sig} = 0.563$, $T = 0.579$) showed that there is no significant difference between male and female physical training teachers' job satisfaction; therefore, the nil hypotheses (H) get confirmed (Table 9).

DISCUSSION AND CONCLUSION

1-The descriptive analysis of the related data was as followings:

In relation to the gender, it can be stated that about 54% of the responders were male and the rest 46% female. About the education, the results represent that about 9% of the responders were Diploma, 39% AD, 50% BA and 8% MA; no any PhD existed here. Also, the study of serving background showed that about 22% of the subjects had 10 years less, 57% between 11-20 years and 21% had also 20 years more. Since given data about the personal background has descriptive manner, the researcher avoids giving their qualities but in continue the researcher points to the study of relationship between organizational climate variables, job satisfaction and creation.

2-About the first hypothesis, due to the obtained data from the study, it should be stated that there is a positive significant relationship between organizational climate and job satisfaction in level ($\alpha = 0.01$) representing the fact that any increase in job satisfaction makes better situation for the organizational climate and vice versa. These results are coincident with Ardashirzadeh (1995), Aslankhani (1996), Najafi (1999), Talebpour (2001), Mirnaderi (2004) Griffin (2001), Grato (2001) representing totally that there is a positive significant relationship between organizational climate and job satisfaction.

3-About the second hypothesis, the findings indicated that there is a significant relationship between the clarity and target agreement and job and peer from job satisfaction dimensions. However, there is no found significant relationship between clarity and target agreement with coworker, optimization and payment. Also, there is a significant relationship between the satisfaction from praise and peer; however, there is no observed significant relationship between satisfaction from praise with job, coworker, optimization and payment. The results showed that there is no significant relationship between the effectiveness of communication and the whole dimensions of job satisfaction but there is found significant relationship between clarity and target agreement and agreement on the whole approaches with job and peer but again there is no found any significant relationship between the clarity and role agreement and satisfaction on approaches with coworker, optimization and payment. These results are coincident with other researchers' findings but it is a little controversial with other findings. We point to some of these findings as following:

Heydarzadeghan (1996) has pointed to the fact that there is no found significant relationship between serving background and perception from organizational climate correlation. Also, Zoha (1998) states that there are significant relationships between personal status, job arrangement with special filed and serving background and job satisfaction. In another work led by Shahmiri (2000), he stated that there is a positive significant relationship between the variables of gender, education and expertise level statistically and it has also positive significant

relationship between job satisfactions in 95% level. Sardari (2001) in his work showed that there is no positive significant relationship between age, gender, education and serving background with job satisfaction. Some part of Aslankhani (1996) and Sadeghi and Fathi (2002) stated that there is no significant relationship between the variables of gender and employment status with job satisfaction and Aslankhani additionally states that the serving background does not have significant relationship with job satisfaction.

4-The findings of the present study in relation to fourth hypothesis represent that there is a significant relationship between organizational climate of male and female physical training teachers.

5-The research findings in relation to the fourth hypothesis represent that there is no significant relationship between job satisfaction of male and female physical training teachers.

The general results of the study led to the prominence of the organizational climate impact on physical training teachers' job satisfaction in Ardabil high school grades; it shows that the most suitable and health organizational climate can force officials to provide a better foundation for recovering teachers' job satisfaction as well as approaching to their organizational purposes and the emergence of new talents of students in this regard.

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