

EXAMINING THE RELATIONSHIP BETWEEN CONTEXTUAL DIMENSIONS OF ORGANIZATION AND ORGANIZATIONAL CLIMATE ACCORDING TO WEISBORD SIX-BOX MODEL

Jinus Yousefi¹, Hamid Sajadie²

¹ M.A. Student, Department of Management, Islamic Azad University, Malayer Branch, Iran

² M.A. Student, Department of Management, Islamic Azad University, Borujerd Branch, Iran

Abstract

This study investigates the relationship between contextual dimensions of organization and organizational climate. In order to examine the association between these two variables, library research as well as administering questionnaire was utilized. The employed questionnaire enjoys Alpha Cronbach of 0.91, sufficiently enough to support reliability. Descriptive statistics was used to analyze data obtained from the questionnaire and the most important tests were KMO test and Spearman correlation coefficient. This research is applied and concerning procedure, it is correlational descriptive. The statistical population is 85 staffs of telecommunication management of Borujerd that among them a sample of 70 staffs were selected through simple random sampling based on Morgan's table for determining sample size. Analysis of results demonstrated that there are significant relationships between contextual dimensions of organization (goals, environment, size, technology and organizational culture) and organizational climate.

Keywords: Organization, contextual dimensions, structural dimensions, organizational climate, helpful mechanisms

Introduction

Organization as a broad term is the principle of the society and its main objective is probably to move from the current condition to a desirable one and also to guide this movement. Starting an organization is due to one or more needs and the organization works to meet those needs. In the meantime, the most important thing among the work and activities of the organization is the dimensions which make the organization and the climate which includes the organization and distinguishes that organization from the others. Given the fact that organization theory is to a procedure to observe and analyze the organizations in a deeper and more precise manner, this perspective and the way of reflecting on the organization are according to patterns and laws, organizational design and behavior. Scholars and organizational experts are always trying to define these laws, evaluate and measure them. Facts obtained through such efforts are significant in organization performance as much as the general and deep patterns. Systemic perspective is on this basis that permanent activities are in progress in the organization and a step to understand the organization is to draw attention to those dimensions of the organization which describe the special features of the organization. We made an effort to reach a better understanding of the issue by depicting and clarifying such dimensions which are divided up into two groups encompassing structural and contextual dimensions as well as relying on describing contextual dimensions.

Literature Review

A review of related literature demonstrates that to date no study has investigated the effect of contextual dimensions and organizational climate at the same time. Therefore, a review of each variable is presented separately. Beiginia (2001) examined the relationship between structural and contextual dimensions of the organization and cooperation. He found that the positive effect of structural and contextual dimensions of the organization on employee cooperation. He suggested that

excluding this positive relationship, there is no evidence confirming the relationship between complexity of these dimensions and employee cooperation. Samadi (2003) found significant association between organizational climate and employee cooperation. Litwin and Stringer (1976) studied performance and job satisfaction in three foreign companies having different climates. They concluded that performance and job satisfaction were higher in two companies run in a friendly manner than the authoritarian company and the performance of the first company was more advanced than the other two companies.

Churchill (1987) in his thesis investigated the relationship between leadership styles of elementary school principals and organizational climate in New Jersey. The results revealed that 1) Schools that do not have a particular leadership style have a closed atmosphere. 2) Schools employing commitment and directive leadership style have a closed atmosphere. With respect to the related literature and the Iranian cultural conditions which have considerable effects on organizational culture and climate, it seems necessary to study the relationship between contextual dimensions and organizational culture in Iran in order to achieve a vision in this regard through considering the effective factors on organizational climate which originate in national, ethnic, and individual culture. The objectives of current research are as follows:

Main objectives

Considering the relationship between contextual dimensions of the organization and organizational climate in telecommunication management of Borujerd.

Secondary objectives

- Examining the relationship between organization size and organizational climate
- Examining the relationship between organizational technology and organizational climate
- Examining the relationship between organizational environment and organizational climate
- Examining the relationship between goals and strategies of the organization and organizational climate
- Examining the relationship between organizational culture and organizational climate

Organization: Max Weber (1942) states that organization is a closed social relationship and due to its regulations, it does not allow outsiders to enter. Permissions for operation are granted by special people holding this responsibility and those who are at the head of organization and the organizations usually have an executive and administrative committee (cited in Abzari & Saraydaran, 1997, p.9).

Organizational dimensions are divided into two categories: structural and contextual dimensions. Structural dimensions depict the internal features of an organization. They present scales by which the organizations can be measured and compared. Contextual dimensions represent the entire organization such as size, technology, environment and its goals. Contextual dimensions can be ambiguous, because they demonstrate the organizations in an environment in which structural dimensions are included (Daft, 1998, p.27).

Size: There is ample evidence that the size of organization affects deeply on its structure. Large organizations usually have more than two thousand workers or employees (Robbins and Coulter, 1999, p. 315).

Technology: Organizational technology includes the nature of manufacturing system comprising operations and procedures of manufacturing process (transforming consumable items to manufacturing items). An example of organizational technology is a class in the college (Daft, 1998, p. 32).

Environment: Organizational environment encompasses the institutions which are outside the organization and potentially affect the organization performance (Robbins, 1999, p. 316). Daft considers different types of the environment as follows:

- Simple and stable environment
- Simple and unstable environment
- Complex and stable environment
- Complex and unstable environment

Culture: Most scholars believe that organizational culture is a system of common understanding that the members have towards an organization and this characteristic distinguishes two organizations from each other (Robbins, 1999, p. 371-372).

Goals and strategies of the organization specify the scope of the organization's activities and its relationship with employees, clients, and competitors (Daft, 1998, p. 32).

Organizational climate is related to determining the measurable features of the work environment which are directly or indirectly understood by the people working in this environment and it is postulated that they influence the employee motivation and behaviors (Keuter et al., 2000, p.36). Halpin and Croft (1963) define organizational climate as the internal features of the organization which distinguish the organization from other organizations and affect the behaviors of the members. The organizational climate is evaluated through the employee perceptions and descriptions of the organization's internal features (Shirazi, 1994, p. 158).

Weisbord six-box model for organizational climate

In this model, there is a systematic model for the analysis of connection between variables of organizational climate. This model provides an evaluation of the formal and informal activities concerning purposes, structure, relationships, rewards, leadership, and helpful mechanisms in six parts. The external circles are used to separate the intrinsic factors and its association with the outside environmental factors (Jamshidian, et al., 1997, p.59).

Structure: Organizational structure determines how the tasks are formally divided up, grouped, and coordinated (Robbins, 1999, p. 185).

Relationships: Relationship requires something more than using appropriate information. The information needs to be properly assessed and delivered to the main decision makers and leads to appropriate actions (Trans, 2004, p.310-311).

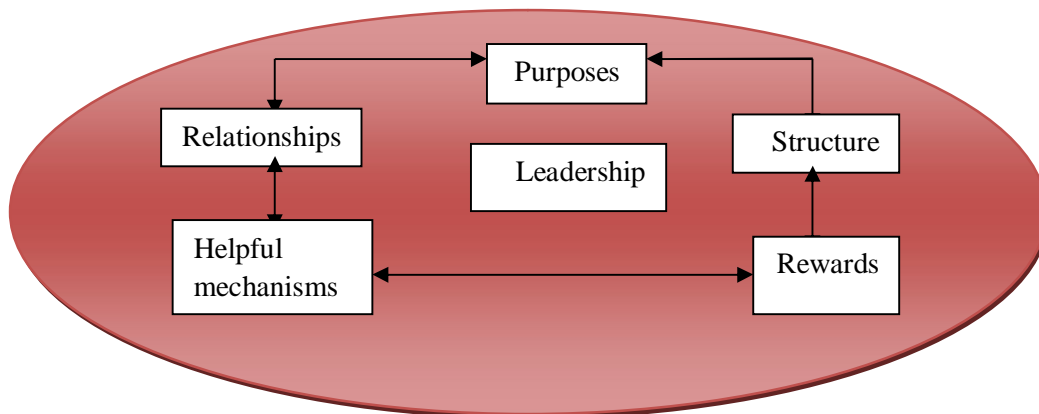


Figure 1. Weisbord six-box model for organizational climate (Jamshidian et al, 1997).

Leadership: Leadership is the ability of influencing a group and shifting it towards the given goals. The source of this power or influence is formal, similar to holding the manager position in an organization (Robbins, 1999, p. 217).

Rewards: It is the financial valuation to achieve results and satisfaction in fulfilling the tasks. Rewards should be considered as an important element that affect the employee behaviors (Robbins, 1999, p. 363).

Purposes: There are several types of goals in every organization and particular work should be done to meet each of these goals. There is difference between the goals formally set and the operational goals that the organization is to accomplish them (Daft, 1998, p.82).

Helpful mechanisms: Helpful mechanisms are necessary to coordinate technologies and forces so as to institutionalize the thought of doing activities systematically.

Research Methodology

In present research, there is an attempt to summarize the tables and graphs using descriptive statistics and then inferential statistics with Statistical Package for Social Sciences (SPSS) software was utilized to analyze the collected data out of the questionnaires. Statistical population of the study is all the official staffs of telecommunication management of Borujerd, Iran. According to the presented statistics, they are 85 staffs that among them a sample of 70 staffs was selected through simple random sampling based on Morgan's table for determining sample size. Sixty-nine administered questionnaires were returned. KMO test and Spearman correlation test were employed. The questionnaire face validity as well as content validity were confirmed by two organizational experts. The Alpha Cronbach established for the contextual dimension questionnaire was 0.91, sufficiently enough to support the reliability. The results of KMO test are significant at 0.01; furthermore, it is observed that they are more than 0.05. Hence, the items of the questionnaire are appropriate to turn into organizational climate.

Hypotheses and results analysis

First hypothesis

H₀: There is no significant relationship between organization size and organizational climate.

H₁: There is significant relationship between organization size and organizational climate.

Table 1. Spearman test for the first hypothesis

Spearman coefficient	N	Sig.
0.566	69	0.000

Table 2. KMO and Bartlett's Test

Kaiser – Meyer-olkin Measure of Sampling Adequacy	0.557
Bartlett's Test of Sphericity. Approx. Chi-Square	38.113
Df.	3
sig.	.000

Due to significance of the test at 0.01, the H₀ is rejected and H₁ is confirmed. Therefore, there is significant relationship between organization size and organizational climate. The obtained Spearman and KMO also demonstrate this relationship.

Second hypothesis

H₀: There is no significant relationship between technology of the organization and organizational climate.

H₁: There is significant relationship between technology of the organization and organizational climate.

Table 3. Spearman test for the second hypothesis

Spearman coefficient	N	Sig.
0.659	69	0.000

Table 4. KMO and Bartlett's Test

Kaiser – Meyer-olkin Measure of Sampling Adequacy	.6180
Bartlett's Test of Sphericity. Approx. Chi-Square	103.383
Df.	10
sig.	.000

Because of significance of the test at 0.01, the H₀ is rejected and H₁ is confirmed. Therefore, there is significant relationship between technology of the organization and organizational climate. The calculated Spearman and KMO also illustrate this relationship.

Third hypothesis

H₀: There is no significant relationship between environment of the organization and organizational climate.

H₁: There is significant relationship between environment of the organization and organizational climate.

Table 5. Spearman test for the third hypothesis

Spearman coefficient	N	Sig.
0.551	69	0.000

Table 6. KMO and Bartlett's Test

Kaiser – Meyer-olkin Measure of Sampling Adequacy	.6120
Bartlett's Test of Sphericity. Approx. Chi-Square	42.497
Df.	6
sig.	.000

With respect to significance of the test at 0.01, the H₀ is rejected and H₁ is confirmed. Therefore, there is significant relationship between environment of the organization and organizational climate. The obtained Spearman and KMO also show this relationship.

Forth hypothesis

H₀: There is no significant relationship between organizational culture and organizational climate.

H₁: There is significant relationship between organizational culture and organizational climate.

Table 7. Spearman test for the forth hypothesis

Spearman coefficient	N	Sig.
0.701	69	0.000

Table 8. KMO and Bartlett's Test

Kaiser – Meyer-olkin Measure of Sampling Adequacy	0.770
Bartlett's Test of Sphericity. Approx. Chi-Square	250.455
Df.	21
sig.	.000

With respect to significance of the test at 0.01, the H₀ is rejected and H₁ is confirmed. Therefore, there is significant relationship between organizational culture and organizational climate. The calculated Spearman and KMO also demonstrate this relationship.

Fifth hypothesis

H₀: There is no significant relationship between goal and strategies of the organization and organizational climate.

H₁: There is significant relationship between goal and strategies of the organization and organizational climate.

Table 9. Spearman test for the fifth hypothesis

Spearman coefficient	N	Sig.
0.702	69	0.000

Table 10. KMO and Bartlett's Test

Kaiser – Meyer-olkin Measure of Sampling Adequacy	0.716
Bartlett's Test of Sphericity. Approx. Chi-Square	112.540
Df.	6
sig.	.000

With respect to significance of the test at 0.01, the H_0 is rejected and H_1 is confirmed. Therefore, there is significant relationship between goals and strategies of the organization and organizational climate. The obtained Spearman and KMO also reveal this relationship.

Conclusion

In current research, the effect of contextual dimensions of the organization and its main elements on organizational climate was investigated. The findings of the study are presented in brief as follows:

A general conclusion of research shows that contextual dimensions of the organization and its elements affect the organizational climate and there are significant relationships between contextual dimensions of the organization and its elements and organizational climate. Moreover, research findings reveal that the elements of contextual dimensions of the organization including the goals and strategies of the organization (correlation coefficient= 0.702, KMO coefficient= 0.716), organizational culture (correlation coefficient= 0.701, KMO coefficient= 0.770), technology of the organization (correlation coefficient= 0.659, KMO coefficient= 0.618), organization size (correlation coefficient= 0.566, KMO coefficient= 0.557), and environment of the organization (correlation coefficient= 0.551, KMO coefficient= 0.612) have the most influence on organizational climate, respectively. With respect to the calculated Spearman, goals and strategy of the organization mostly affect the organizational climate, while the results of KMO test show that the organizational culture has the most influence on the organizational climate. On the other side, Spearman demonstrates that the element of environment has the lowest effect on the organizational climate and KMO test relates the lowest influence to the organizational size.

Research limitations

- Limitation in the selection of the sample is another matter affecting the current research.
- Another limitation was related to the manner of administering the questionnaire; distributing and collecting the questionnaire happened during the administrative time of the staffs. Moreover, some of the them were not familiar with the management concepts.

Suggestions for further research

- It is suggested that future research employs a larger sample including staffs from several branches of the telecommunication management organization.
- In order to facilitate administering and answering processes of the questionnaire, the researcher(s) explain(s) the research purposes and be present to reply to any misunderstanding.

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