



The Relationship between Organizational Culture and Administrative Function in Babol County's Guidance School Managers, Iran

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ABSTRACT

This descriptive analytical study was done to consider the relationship between organizational culture and the manager's administrative function from guidance school teachers and managers' point of view in Babol city, Iran. The correlational-descriptive method was used. The statistical population included all 111 managers (57 male, 54 female) and 745 teachers (348 male, 397 female) of Babol County's guidance schools in 2011-2012 academic year. The two Organizational Cultures and Managers' Functionality substantive questionnaires were used to collect data. The management scholar views were used to determine the validity and the Cranach's alpha was used to determine the questionnaires' reliability ($\alpha=0.89$) and ($\alpha=0.84$) respectively. The research findings showed that each type of educational system cultures (participatory culture, entrepreneurship culture, missionary culture, and bureaucratic culture) have a significant relationship with managers' administrative functions. Also, this relationship hadn't significant correlation with gender and educational qualifications. The improvement of organizational culture would cause efficiency and improvement in the level of managers' functionality through their training.

Keywords: Organizational Culture, Managers' Administrative Function, Guidance School

INTRODUCTION

Regarding that a major part or all existing sources in the Education and Training Organization are human resources, paying attention to culture, values, and norms in order to strengthen the employees' participation seeking to improve their scientific, expert, material, and spiritual level, and socializing the new social generations is very important in this organization. Because of this organization's high sensitivity in developing and training human resource in the society, it seems that observing the values, and value-based management and leading, receive special importance [1, 2, 3].

That is where the application and paying attention to values and organizational culture becomes important in order for this organization to be able to achieve the realization of its purpose, which is education and training of this country's children [4, 5]. Organizational culture as a phenomenon formed by high ranking organizational managers' policies and approaches is among factors having a major role in preventing corruption in departments and organizations [6, 7]. Scholars know the relationship between the organization and organizational culture as the relationship between personalities and individual which has a major role in forming (individual and organizational) behavior [8].

Organizational culture having a close association with the society's general culture, is considered forming organizational behavior, and has a major role in creating evolution in undesirable behavior and creating consistency in organization's suggested behavior. Organizational culture can be considered as a source to access organizational environment and/or and environment encouraging organizational corruption in the form of a set of common beliefs and values influencing individuals and organization's behavior and thoughts [2].

By studying organizational culture, achievement and failure causes of an organization can be understood on one hand, and on the other hand, because organizational culture has a major influence on individuals behavior in work environment, it can be considered as a major factor in organizational control [9].

This research has studied the relationship between Organizational Culture and the managers Administrative Function from Guidance School teachers and managers' point of view in Babol County, Iran.

MATERIALS AND METHODS

Regarding the purpose and fundamental raised questions, this descriptive analytical study was done among Guidance School teachers and in Babol city in 2010. The statistical population included all 846 teaching staff of Babol county's guidance schools from which 265 were selected as sample members using random sampling method adapted from Krejcie and Morgan's table for determining random sample volume. The sample analysis is represented in table 1.

Table 1. Educational Qualification Distribution and service record in Studied Sample.

Variable	Tested	Male		Female		Total	
		Frequency	Percentage	Frequency	Percentage	Frequency	Percentage
Education Qualification	Associate Degree	11	8.8	16	11.43	27	10.19
	B.A.	102	81.6	110	78.57	212	79.99
	M.A.	12	9.6	14	10	26	9.82
	Total	125	100	140	100	265	100
Service Background	0-10 Years	25	20	19	13.6	44	16.6
	11-20 Years	79	63.2	92	65.7	171	64.5
	21-30 Years	21	16.8	29	20.7	50	18.9
	Total	125	100	140	100	265	100

RESULTS

After studying the Functionality questionnaire separately based on gender, the results are represented in Table 2. Studying the Relationship between Organizational Culture and the managers Administrative Function level in Guidance Schools because the two variables are qualitative and are in relative measure, Pearson's correlation method was used in order to study the relationship between Organizational Culture and its subcategories with the managers' function in Guidance Schools [10, 11].

There is a Significant Difference between Male and Female Managers' Functionality Level in Studied Population the independent T test is used to evaluate both populations to study the Significance level of difference Between Male and Female Managers' Functionality in Studied Population whose results are presented in table 4.

Table 2. Administrative Function's Statistical Indexes in Studied Sample

Tested	Male	Female	Total
Average	111.4	116.99	114.44
Standard Deviation	10.5	11.2	10.8
Least	26	34	26
Highest	68	72	68

Table 3. The Correlation between Organizational Culture and Managers' Functionality Level in Guidance Schools

Entrepreneurship Culture and Managers' Administrative Function	0.70	0.012
Missionary Culture and Managers' Administrative Function	0.62	0.023
Participatory Culture and Managers' Administrative Function	0.75	0.017
Bureaucratic Culture and Managers' Administrative Function	0.63	0.008

Table 4. The T Test Results for Comparing Functionality based on gender in Studied Population

Statistical indexes	Number	Average	Standard Deviation	T	P
Gender					
Male	125	56.00	10.5	0.322	0.748
Female	140	55.49	11.2		

Regarding the results in the above table (P=748.0 and T=322.0), it is concluded that there is no significant difference between male and female managers in functionality level. Therefore, there is no significant difference between male and female managers in functionality level.

There is no significant difference between managers in organizational functionality based on gender. There is a Significant Difference between Male and Female Managers' Functionality Level based on Educational Qualifications in Studied Population

The one-side variance analysis with repeated measures was performed to compare educational qualifications in three levels of Associate Degree, BSc. And MSc.. The average and standard deviation are

mentioned in the above table. There is a Significant Difference between Managers' Service Background and Their Administrative Function in Studied Population

Pearson's correlation index was used to test this hypothesis whose results are shown in table 6.

Pearson's correlation results showed a direct and significant relationship ($p < 0.001$ and $t = 0.27$) between service background and administrative function. That is the more the individual's service background was, the better administrative function they had. Organizational culture and significant predicting subsets of managers' administrative function are being studied in population.

The multiple correlation index results show that there is a direct and significant relationship between the power of organizational culture and manager's administrative function ($p < 0.001$ and $t = -0.35$). Also the (74%) amount of variance volume showed that managers' administrative function was related to above factors and it is 26% related to extra-model functions.

Table 5. The Results of Variance Analysis to Compare Functionality Based on Educational Qualifications in Studied Population

Statistical Indexes Source of Change	Chi2 Sum	Freedom Degree	Chi2 Average	F	P
Inter-group	47.7	2	23.8		
In-group	22589.1	263	118.8	0.20	0.818
Total	22636.8	265			

Table 6. The results of Pearson's correlation Index between Service Background and Administrative Function

Variable	N	R	P
Service Background*Function	265	0.977	0.003

Table 7. The Results of Multiple Correlation Between Organizational Culture Subsets and Managers' Function

Regression Model	N	R	R ²	P
---	265	0.65	74 %	0.000

Table 8. Regression Equation of Organizational Culture's Predicting Variables and its Subsets with Managers' Administrative Function Variable

Step by Step Regression Model	No measure Indexes		Measure index	T	P	Correlation	
	B	SDE	Beta			0 Ranking	Curve
Distance from Origin	-14.2	125.29		-0.114	0.000		
Financial Resources Function	13.2	11.74	0.51	1.25	0.031	0.32	0.34
Human Resources Function	7.6	27.81	0.18	0.27	0.000	-0.19	0.08
Organizational Orders' Function	-3.1	8.72	-0.20	-0.35	0.000	0.04	-0.10

Also, the multiple variable regression results show that the organizational culture power subsets (i.e. human resources function ($p < 0.001$ and $t = 0.27$), organizational orders function ($p < 0.001$ and $t = -0.35$), and financial resources function ($p = 0.031$ and $t = 1.25$) had a linear relationship with measure variable, and have conditions for predicting administrative function. The regression related results of line gradient (B) on predicting variables shows that there is a reversed relationship in organizational orders function with change coordination (-3.1), and its relationship with organizational culture power (7.6) and human resource and the financial resources function (13.2) is direct. Beta measure index results also show that the most important predicting factors of managers' function are financial (0.51), human (0.18), and organizational orders (-0.20) respectively. The proportional curve index results show that the relationship between managers' administrative function with alignment of financial resources variable is independent of the 2 coordination with change and the power of educational organizational culture had the highest amount of relationship =34%.

Based on the obtained results, the function regression equation can be written as follows from related predicting variables:

$$-14.2(Z) - 3.1(Y) + 7.6(X) = 13.2 \text{ Managers' Function}$$

$$\text{Financial resources function} = X$$

$$\text{Human function} = Y$$

$$\text{Organizational orders function} = Z$$

DISCUSSION

The results of this research showed there is a significant relationship between entrepreneurship culture, missionary culture, participatory culture, and bureaucratic culture with guidance school managers administrative functions; because the results show that managers have long-term views in organization, respect personal values, and properly award personal attempts. They present proper situations for developing employees' job skills, and give them the necessary information on educational continuation, raise, award, and furlough.

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