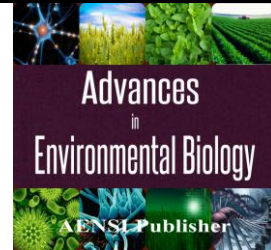




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## An investigation on the relation of organizational structure and climate with career path management

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### ABSTRACT

The current study has been conducted aiming at investigating the relation of organizational structure and climate with career path management among teachers of physical education in Hamedan, Iran. The population for the study consisted of all teachers of physical education within the city of Hamedan during 2013-2014 (N= 235), all of whom were selected as the sample. The study is a survey research and descriptive one in nature. It is applied with regard to the objectives and applied with regard to the manner of data collection. Instruments used in collecting the data include questionnaires of organizational structure, organizational climate, and career path management. Face validity of questionnaires has been verified by the help of university professors, content validity of them have been determined by the application of factor analysis, exploratory analysis, and confirmatory analysis. In addition, the reliability of the questionnaires has been determined over 0.95 by the application of Cronbach-Alpha coefficient. With regard to inferential statistics, tests of Kolmogorov-Smirnov, Pearson correlation coefficient, analysis of variance (ANOVA), multiple regression analysis, Leven, and independent samples t-test have been applied by the use of SPSS version 18. The results showed that a significant correlation exists between components of organizational structure and one of the major dimensions of career path management (security and innovation). In addition, the results showed that organizational climate and structure predict career path management. Of course, the role of organizational climate is much higher than the other one. In addition, the results pointed to a significant difference between organizational climate and career path management on one hand and gender, while organizational structure showed significant difference with gender.

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## INTRODUCTION

Education is a key element in the training of future generations and human resources. Here, physical education has an important role for any nation to achieve their ideals and in this regard, teachers of physical education have a great task and have to be equipped with various skills such as communicative skills, enjoy a healthy organizational climate, and the interaction of these two elements to create a path for their success.

Organizational climate is a broad term that refers to employees' perception of general workplace and is affected by such factors as formal and informal organization, personality of people, and organizational leadership. To put it more simply, a combination of intra-organizational features makes a difference between organizations and affect employees' behavior. In fact, organizational climate can be considered as almost the personality of it. This means that the relation between climate to an organization is like the relation of personality to a human being. Since organizational climate has a major impact on organizational behavior, it is important to analyze it in detail.

Some individuals are passive actors in their lives while others are active ones. This applies to career path management, too. A group of people hand their destiny over to others while some others take responsibility and empowered to affect their own lives, skillful career path management is of great importance since whenever there is a congruity between personal and work life, people are more satisfied and happy in life. Apart from it, ignorance of career path management may lead to lack of professional progress, creation of negative views towards the job, psychological stresses, and finally an inappropriate standard of living [15].

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One of the areas that can result in a weak proportion between personal and work life is organizational structure. Formality, rules, and regulations within an organization can guide and help employees in doing their tasks and solving problems. However, it has to be taken into consideration that organizational rules and regulations have to be in such a way that guidelines and directions are provided to employees in the performance of tasks and reduce indeterminate expectations. Decentralization and lack of interference in making organizational decisions cause employees to feel that they have a partial control on their working life and the organization values them. Marhamati [9] investigated the relation between organizational structure and organizational creativity from the viewpoint of high- and middle-ranking officials within Shiraz University of Medical Sciences and showed a significant negative correlation between some aspects of organizational structure (centralization and complexity) and a component of career path management (organizational creativity). Furthermore, a significant correlation was observed between formality (an aspect of organizational structure) and components of organizational creativity (acceptance of change, ambiguity tolerance, promotion of new theories, and low outsider control). Keramati [25] conducted a study in primary schools within the city of Mashhad aiming at determining the relation between organizational climate and job security (a component of career path management). He found that there is a significant correlation between organizational climate and job security. His findings showed that there is a significant negative correlation between organizational structure, responsibility, reward, intimacy, support of teachers, and organizational identity on one hand and teachers' job security on the other. In addition, no significant correlation was observed for the relation of managers' risk taking and conflict in the organizational climate with teachers' job security (except for the relation between organizational standards and job security). In another study conducted by Imani [8] which titled "An explanation on the relation of managers administrative skills with organizational climate within schools and teachers job satisfaction (according to teachers' viewpoints), he observed that a significant correlation exists between administrative skills on one hand and organizational climate and job satisfaction on the other. He also concluded that aspects of administrative skills could predict organizational climate and job satisfaction. Hajar *et al.*[23] investigated the organizational climate and its impacts on knowledge transfer activities. They aimed at getting to a better understanding of the processes involved in knowledge transfer. They reached two major findings: the first, organizational climate is a multidimensional concept that has a significant positive impact on knowledge transfer activities. The second, knowledge transfer has an indirect impact on knowledge transfer activities through giving freedom to the individuals.

As it was mentioned above, several studies have been done on each one of the variables mentioned. However, a study concerning the investigation of all these three variables have not been done. Findings in the current study can be considered as a road map in the re-design of planning and break old methods to establish a modern methodology in organizations (especially education offices). That is because so many problems and disorders within organizations and also in the relationship of one organization to another result from the lack of an efficient communication together with such variables as organizational climate, organizational structure, and career path management.

#### *Methodology:*

The current study is descriptive, survey that is applied with regard to the objective. In addition, it is a field study with regard to the manner of data collection. All teachers of physical education in the city of Hamedan (district 1 and 2) form up the population for the current study (N= 235) among whom, 125 teachers were male and 110 teachers were female. In the current study, all members of the population have been studied as the sample. Three standard questionnaires of organizational climate, organizational structure, and career path management have been studied to collect data. The questionnaire of organizational climate is a standardized one and has been used to investigate organizational climate. The questionnaire consists of 20 questions in five aspects. Every four questions make up one aspect. The five aspects are clarity and agreed-upon objectives, satisfaction of rewards, clarity and agreed-upon roles, satisfaction of procedures, and efficient communications. The questionnaire of career path management has been developed and standardized by DeLong [21]. The questionnaire identifies which anchor the individual is in within the career path and what is a suitable job for that person. It consists of 44 questions and a description of 5 anchors of career path in addition to three other anchors (service, identity, and variety) has been added to that. The questionnaire of organizational climate has been standardized by Salmon and Deep. In addition, MirNaderi and Nourayi have confirmed its validity in their studies and determined its reliability as 0.65 and 0.90 (respectively) by the use of Cronbach-Alpha. In the current study, the reliability of the questionnaires was investigated by the use of Cronbach-Alpha according to their internal consistency. For organizational structure, the component of complexity was determined as 0.71, formality 0.79, centralization 0.73, and 0.68 in general. In the questionnaire of organizational climate, the component of objectives and roles was determined as 0.76, reward 0.75, procedures 0.71, communications 0.74, and 0.91 in general. In the questionnaire of organizational climate, the values of Cronbach-Alpha for technical qualification, service, freedom, identity, variety, management qualifications, security, creativity, and in general were determined 0.81, 0.75, 0.72, 0.77, 0.70, 0.70, 0.73, 0.84, and 0.90 (respectively).

After the collection of data, participants' demographic information and variables related to research hypotheses were shown in the form of tables and diagrams. Next and in the section of inferential statistics, Kolmogorov- Smirnov test, Pearson correlation coefficient, analysis of variance (ANOVA), multiple regression analysis, Leven test, and independent samples t-tests were conducted.

#### Findings:

According to the descriptive statistics, the majority of the participants (55.3 percent) were 31 to 40 years old. In addition, 31.5 percent of them were less than 30 years old. Also, 13.2 percent, were more than 41 years old. With regard to job experience, the majority of the participants (51.5 percent) had an experience between 6 to 15 years and then, 26/8 percent had an experience between 16 to 26 years. In addition, 18.3 percent had been on the job for less than 5 years and the lowest frequency (3.4 percent) had more than 26 years' experience on the job. With regard to academic degrees, the majority of the participants (57.03 percent) had bachelor degrees, while 40.85 percent had masters' degrees. In addition, 2.12 percent had Ph.D. degrees. With respect to the employment practices, the majority of them (71.49 percent) were officially employed while 28.51 percent were contract employees. The majority of the teachers (53.2 percent) were male while the remaining 110 teachers were female. With regard to marital status, the percentage of single teachers in the current study was %15.3 and married teachers made up 84.7 percent of the whole sample. In the inferential statistics, the relations between research variables were investigated. In this regard, t a significant relation (coefficient of correlation = 0.364) was observed between organizational climate and organizational structure (Sig. = 1). In addition, the correlation between organizational structure and career path management was significant (Sig. = 1, coefficient of correlation = 0.506). With regard to the correlation between organizational climate and career path management, a significant correlation was observed between them (Sig. = 0.01, coefficient of correlation= 0.664). With respect to the investigation of the current research model by the use of multiple regression analysis, career path management has been determined as the dependent variable and organizational structure and organizational climate as independent variables, both of which have been entered into the morel as it can be seen below.

$$\text{career path management} = 1/42 + (1/222)(\text{organizational climate}) + (1/114)(\text{organizational structure}) + \varepsilon$$

The coefficients of determination for organizational climate and organizational structure have been determined 0.44 and 0.25, respectively. Thus, these two variables can justify career path management at a level of 69 percent. With regard to the point that it is higher than 14 percent, it can be concluded that it is an appropriate model.

From the above equation, it can be concluded that organizational structure and climate can predict career path management taking it into consideration that the external factors are kept constant. Furthermore, with respect to the beta coefficients in organizational climate, it can be argued that organizational climate has the most impacts on career path management.

About the investigation of the difference between male and female participants on each one of the variables, independent samples t-test was conducted. Regarding the level of significance in organizational climate and career path management (<0.05), it can be argued (%95 level of confidence) that a significant difference exists between male and female teachers with regard to organizational climate and career path management. However, the level of significance for organizational structure was determined 0.629 (>0.05) and points to the similarity of this variable among both male and female teachers of physical education.

#### Discussion and conclusion:

Findings obtained from analysis of the data related to organizational structure and climate show that a significant correlation exists between organizational climate and organizational structure (level of confidence = .99). Such a finding has been confirmed in the study done by Mohammadi *et al*. [10] under the title of "attitudes, organizational structure, organizational climate, and their components form the viewpoints of managers and officials within the Department of Physical Education, sport federations, and the Office of Physical Education in Schools". Furthermore, in a study by Ghodsi [7] it was found that centralization has a significant positive correlation with closed organizational climate and a significant negative correlation with an open organizational climate. These findings are in line with the findings of the current study with regard to closure; though contrast them with regard to openness. Perhaps one of the reasons for such incongruity is related to the years that the studies have been done and the geographical area or territory. Tamarani *et al*. showed that a cause and effect relation exists between organizational climate and organizational formality. In addition, they proposed a conceptual framework for the impacts of organizational climate on the behavior of employees that is in line with findings in the current study. In addition, Bailey [19] showed that the correlation between organizational climate and such variables as employees' communicative skills in the organization is a significantly positive one. His findings are in line with findings in the current study.

With regard to the relation between organizational structure and career path management, Marhamati [9] investigated the relation between organizational structure and organizational creativity from the viewpoint of top-ranking managers. Although, his findings contrast the ones in the current study. Of course, this incongruity is just about the component of creativity (from the components of career path management which might be due to the population on which the two studies have been conducted. He conducted the study in medical centers (Shiraz), while the current study has been done in an educational setting on teachers. In addition, Safari *et al.* observed that no significant correlation between complexity (a component of organizational structure) and creativity. Furthermore, they found a significant negative correlation between formality and centrality (components of organizational structure) with creativity. These are in contrast with findings in the current study and the several reasons can be put forward for that. One of the major reasons is that their study has been done on life functions, while the current study investigates over staff members. In the study by Moradmamand *et al.* [11], it was observed that a correlation exists between two components of organizational structure (formality and complexity) and a component of career path management (security) that is in line with findings of the current research study. However, they found no correlation between centralization and security (which contrasts the current study). The results of multiple regression analysis in their study showed that formality and complexity are significant predictors for security (a component of career path management). This is line with findings in the current study. Arntz [3] concluded that focus on the psychological enhancement of the workplace leads to the reduction of employees' security (which contrast the current study). Perhaps one of the reasons for such contrast relates to the types and roles that human resources have in the workplace and the type of their society.

In the current study, it was seen that a significant correlation exists between organizational climate and career path management. This finding is line with Keramati's study titled "An investigation on the relation between organizational climate and teachers' job security" where he observed that there is a significant correlation between organizational rewards, roles, communications, and procedures with career path management. The study of Neshat *et al.* [12] showed that in order for an organization to benefit from acceptable level of productivity, organizational climate should be supportive of employees' creativity (an aspect of career path management). This is in line with findings in the current study and managers should pay more attention to the correction of procedures, roles, and communicative structures to benefit from a high level of security and creativity with the organization. Furthermore, the results of multiple regression analysis over the impact of organizational climate on employees' security and creativity showed no significant difference between creativity and security (in contrast with findings in the current study). One of the probable reasons for such contrast may be due to research domain or the official ranks of staff and teachers. Kimura found that a significant correlation exists between components of career path management and organizational climate. This is also in line with findings in the present research study.

In the current study, it was seen that organizational structure and climate are influential over career path management. This is in line with findings of Keramati, Imani [8], Neshat *et al.* [12], Fouladvand [6], Qaseminezhad *et al.* [13], Alavi *et al.* [2], Rita *et al.*, Juliet and Vijila [24], and Kimura [25] where they have studied on the relation between aspects of career path management and aspects of organizational climate.

Furthermore, the study is in line with studies done by Esmi and Jahani [5], Eric *et al.* [22], Arentz [3] and Barron who investigated the relation between aspects of organizational structure and one of the aspects of career path management. The current study is not in line with studies of Zare and Marhamati with regard to creativity (an aspect of career path management), but confirms them on other components.

Furthermore, it was found that there is a significant difference between male and female teachers with regard to organizational structure, organizational climate, and career path management. This confirms studies by Haji Aqajani Zare *et al.* and Neshat *et al.* [12] where they compared the above variables among men and women. Though, this finding is in contrast with the study by Imani[8] that investigated the relation between organizational climate and gender. Perhaps the reason or this contrast is related to leadership styles or other management skills.

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