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**REVIEW OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL ATMOSPHERE,  
ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE OF EDUCATION  
EMPLOYEES IN KOHGILOYEH AND BOYERAHMAD PROVINCE**

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**ABSTRACT**

Among important variables of organizational behavior which interacts with organizational atmosphere in education, are organizational commitment, and job performance. The aim of this study was to investigate the relationship between organizational atmosphere, organizational commitment, and job performance. The population of the study consisted all education department personnel in Kohgiluyeh and Boyerahmad province in 2014 which 273 cases were selected as the sample of the study. Kraft and Halpin, Allen & Meyer and Paterson questioners were employed to collect data for organizational atmosphere, organizational commitment and job performance respectively. To analyze data, co relational methodology, Pearson's correlation coefficient and SPSS statistical software version 22 were employed. The results showed a significant relationship between organizational atmosphere, organizational commitment, and job performance. Also the result of the analysis showed significant relationship among eight dimensions of subcategory of organizational atmosphere, six dimensions subcategory of job performance with organizational commitment.

**Keywords: organizational atmosphere, organizational commitment, job performance,  
employees of General Directorate of Education**

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**INTRODUCTION**

Today, organizations for the survival and development of their discipline through the rapid growth of global educated human resources, continuous improvement, efficiency, profitability, flexibility, adaptability, have a privileged position in preparation for the future (Schuler and Jackson, 2005). To create pristine ideas and innovative insight and to respond more effectively to the vast changes occurs in the workplace, can be the most important intangible asset to be used by the staff (Soltani et al., 2013). The most important power source of organization is to have a unique of human resources in various areas of expertise at their disposal, but in most cases, the importance of this valuable and effective resource cannot be considered and in practice the vital and strategic role of it is negligence. Due to its employees and on top of it, their job performance as the largest and most important capital is the phenomenon which in recent decades has an enormous growth. At present, industry, commerce and even service organizations are trying further to increase productivity to enhance the degree of specialization, satisfaction and attachment of the human resources and productivity and quality of life by improving he job performance of their job (Dulan and

Schuler, translated by Tusi and Saebi, 2005). An organization, especially educational organizations play a major role in the prosperity of the country, therefore requires manpower committed and loyal to the values and goals of the organization (Barati Ahmad Abadi, 2008).

Job performance is defined as the expected value of the behavioral events that individuals do during a specified time period. Job performance, its evaluation and risk factors is expressed as one of the organizational issues of our time to increase or decrease in job performance and organizational commitment and is the key to success and increasing the efficiency of the organization. That part of the operation which exists usually to describe a formal job, will help the performance of the sector as a behavioral task and organizational efficiency through the effect on the field of psychological, social and organizational work, called underlying performance (Moto Vidloo, 2003). Job performance is one of the variables in many developed countries has attracted so much attention. It is believed that job performance is a composite structure that based on it, their successful people are identifiable from unsuccessful people by a set of specific criteria (Abolghasemi et al., 2011). Where people

are quite familiar with their job duties, their salary is determined based on job analysis and job evaluation, select staff on the basis of scientific criteria, training is effective, job performance evaluation is done correctly, loyalty is expressed to the organization's staff to engage in organizational decisions, due to the success and welfare of the people, healthy communication networks, mental health management is concerned, leadership and effective management in the organization, and the possibility that favorable atmosphere to increase people's satisfaction with their jobs and organizational commitment is increased. In such circumstances, we can expect more job productivity (Saatchi, 2001). To be able to increase job performance and organizational commitment of manpower, develop and enhance organizational performance led, first, to elements understanding the factors influencing them through specific interventions to ensure productivity. Factors such as climate can decrease or increase the organizational commitment and job performance influence. To determine the role of climate in organizational commitment and job performance can be found in the selection, recruitment and training of human resources and raising the level of organization needed to win.

Organizational atmosphere is the structure and conditions governing the organization such as selection and appointment of members and experts, monitoring, planning, organizing, benefits and reward systems, interpersonal relationships, rules and regulations governing the organization, the transfer of responsibility and the protection of employees in the organization (Abtahi, 2001). In other words, organizational atmosphere, including factors such as organizational structure, assigned responsibilities, rewards, take the risk, warmth, protection, regulations, conflict and identity of personnel (Nazem and M. Sheikhi, 2009). Organizational atmosphere is a system of a shared association that members have about the organization and this feature is separate from other organizations, a system whose members have a common understanding of it (Aminian, 2012). Educational organizations such as Education department, as well as other organizations, each new member hopes in the first professional contact with the workplace have good organizational atmosphere to economic needs, meet their social and psychological well-being and search is appropriate that increases in productivity and negative atmosphere leads to a decrease in constructive communication

(Hashemi et al., 2010). Halpin and Kraft in their preliminary investigation, which was conducted in seventy-one school, divided organizational atmosphere into different types, in the questionnaire, factors such as the influence of the inventory, dynamism, lack of interest and lack of job commitment, team spirit, friendship, consideration or observance, distancing, are measured. The six categories can be placed on a continuum: pack paternal - friendly – self - control - gets open (Farar, 2009). One of the important variables of organizational atmosphere that its interaction with organizational behavior can be examined in education, is organizational commitment. Organizational commitment can be defined as a condition that the job with a particular organization and its goals replication and wishes to maintain membership in the organization (Pinder, 2008). Organizational commitment, job attitude is a case where a member of the organization, knows the purpose of the organization as his/her representative and wishes to remain a member of that organization, therefore, in order to achieve the goals of the organization and try to make every effort (Robbins, translated by Omidvarian and others, 2006). According to Allen and Meyer (1996), organizational commitment has three dimensions: affective

commitment, continued commitment and normative commitment. Affective commitment is defined as an emotional dependency or attachment to the organization. Affective commitment is positively related to organizational justice, job performance and job satisfaction, continuous commitment, affected the cost due to leave the organization (Jazayeri et al., 2006). The third component of organizational commitment is normative commitment, normative commitment is a set of normative pressures internalized to act in a manner that individual believes is morally correct (Allen and Meyer, 1996).

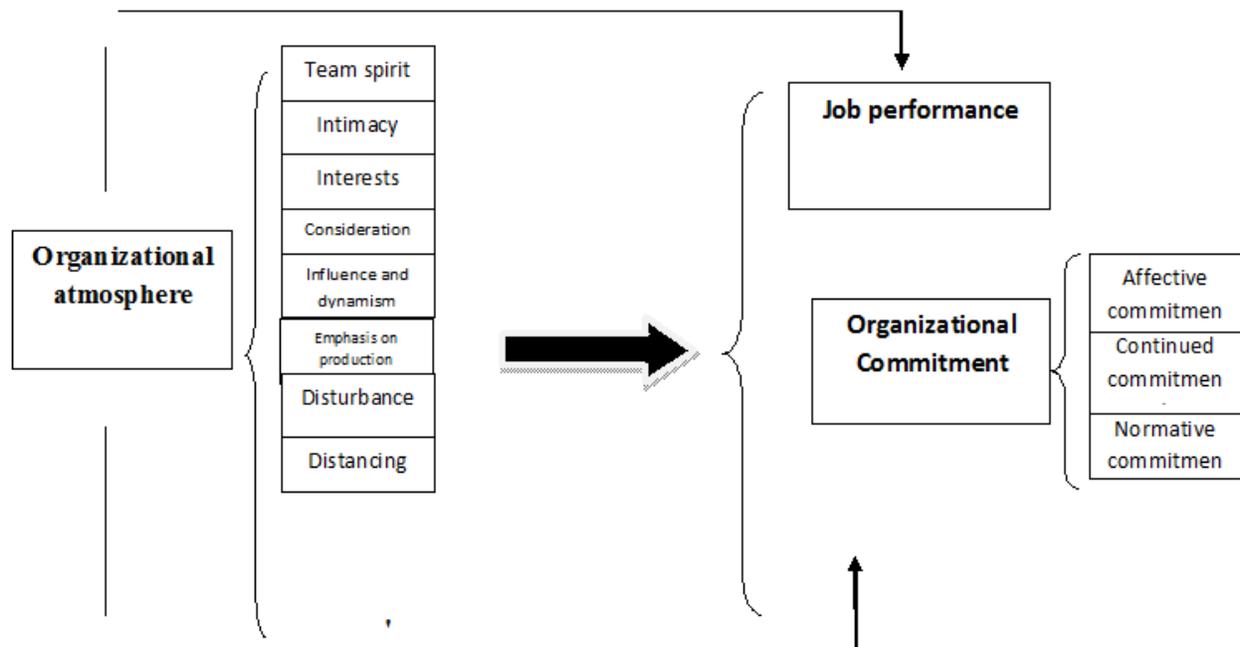
However, to achieve educational purposes only, is the subject to the optimum use of human resources, finance and equipment, but the dynamics of the education system, depends to a variety of factors, including having happy employees, having high commitment and loyalty to the organization and interested in their work by applying all their energies in a dynamic and healthy environment for more efficient and better cultural organization on the other hand, human resource is the most important capital in education and the higher the quality of the human resources will be more likely to succeed. So to improve the quality of human resources, improve the organizational

atmosphere and boost morale commitment needed to lead optimum performance in them. Nevertheless, the aim of this study was to investigate the relationship between organizational atmosphere, organizational commitment and job performance in Kohgiluyeh and Boyer-Ahmad province Education Directorate. Therefore, the present study is to follow these basic issue, is there a significant relationship between organizational atmosphere, organizational commitment, and job performance?

**METHODOLOGY**

The research method is descriptive - correlational. The population consisted of all employees of Education Directorate of Kohgiluyeh and Boyer-Ahmad province in 2014. According to the Official statistics of

the provincial Education Directorate of Kohgiluyeh and Boyer-Ahmad, total number of staff was 273 people. Given that the number of population was low, thus, sampling of this research is census, therefore, all participants were selected as the population. And all of them were given a research questionnaire to complete it. Finally, 254 questionnaires were returned and were analyzed. To collect data the scale of organizational atmosphere of Kraft and Halpin was used (This scale was invented in 1963 by Halpin and Kraft), which is consisted of 32 items. This option is grading based on 5 range Likert scale (from very low to very high).



Scale of organizational atmosphere of Halpin and Kraft (1963), measures eight dimensions of organizational atmosphere including: friendship, team spirit, disturbance, interest, consideration, distancing, influence and dynamism, and focus on production. In a study as the thesis at the University of Allameh Tabatabai that was conducted in the field of normalization of Kraft and Halpin test have been used by Doshmanziare in 1995. Cronbach's alpha coefficient has been reported 0/74. The investigation showed that in confidence level 0/99% of the questionnaire items cover the concepts of the organizational atmosphere (according to the Aminian, 2012). Scale of organizational commitment of Allen & Meyer (it is a new version of the organizational commitment questionnaire. The tool consists of 18 items and three subscales: emotional, continuous and normative. Each of these subscales, covers six separate questions. Method of scoring the questionnaire of 18 articles is based on the 5-choice of Likert ("Strongly disagree," "disagree," "no idea", "agree", "totally agree"). In the study, Meyer and Allen (1997), all three scale reliability coefficients of emotional commitment, continuous commitment and normative commitment have been reported as 0/82, 0/73 and 0/76,

respectively indicating their acceptance (Zahid Babylan et al., 2008). In a study conducted in 1999 by Ahmadipour in Iran with emphasis on procedures, the validity of each of the subscales of the questionnaire obtained and it was found that, credit emotional commitment to 0/77, and 0/79 reliability coefficient continued commitment to the normative commitment, the reliability coefficient is equal to 0/61. Paterson job performance questionnaire (this questionnaire was made by Paterson in 1990 it has 15 questions and is grading based on the range of 4 Likert (always, often, sometimes, rarely). were used. Salehi (2003) to measure the reliability of this questionnaire has used the method composed of alpha coefficients were significant obtained for each 0/78 and 0/86 at 0/001. The reliability of job performance in research of Zareie (2011) was obtained through Cronbach's alpha and retest reliability 0/80, and 0/87, respectively (according to Dianatnasab et al., 2014).

In this study, five hypotheses are analyzed inferentially:

1. There is a significant relationship between organizational atmosphere and organizational commitment.

2. There is a significant relationship between organizational atmosphere and job performance.
3. There is a significant relationship between organizational commitment and job performance.
4. There is a significant relationship between the dimensions of organizational atmosphere and organizational commitment.
5. There is a significant relationship between the dimensions of organizational atmosphere and job performance. Pearson's correlation coefficient was used to analyze the data descriptive statistics-such as level, frequency, mean, percentage and in inferential statistics. Data analysis was performed using statistical software SPSS.

### Data analysis

Based on the results of descriptive statistics, from 254 people who responded to the questionnaire, 92.5% male, 7.5 percent were women and 6.3 percent were single women

and 93/7 percent were married. In terms of employment status, 87/4 percent have formal state, 11 percent have the contract position and 1.6 percent are other options. In terms of education, 50/4 percent have bachelor, 24 percent have master or higher degree, 9.1 percent have associated degree, 13.4 percent have high school diploma and 3.1 percent have the requirements. 72% were the experts, 14.2 percent other (agent, service, etc.), and 13.8 percent were managers. In the following tables, correlation coefficients and the significant variables were examined: analytical research findings that were obtained using questionnaire and above mentioned software, stating that there is a significant relationship between the organizational atmosphere, organizational commitment, and job performance. These findings are described in the following.

**Table 1: Pearson correlation between organizational atmosphere and organizational commitment**

Organizational commitment		
sig	Correlation coefficient	
0.000	0.284	Organizational atmosphere

First Results: Pearson correlation between organizational atmosphere and organizational commitment is equal to 0/284, since a significant level (sig) is between the 0/000, and is lower than the

level of  $p < 0/001$  with 99% confidence, we can say that there is a significant relationship between organizational atmosphere and organizational commitment. (Table 1).

**Table 2: Pearson's correlation coefficient between organizational atmosphere and job performance**

Job performance		Organizational atmosphere
sig	Correlation coefficient	
0.000	0.226	

Second results: Pearson correlation between organizational climate and job performance is equal to 0/226, since there is a significant level (sig) between 0/000, and is lower than

the level of  $p < 0/001$  with 99% confidence, we can say that there is a significant relationship between Organizational atmosphere and job performance. (Table 2)

**Table 3: Pearson correlation between organizational commitment and job performance**

Job performance		Organizational commitment
sig	Correlation coefficient	
0.011	0.160	

Third results: Pearson correlation between organizational commitment and job performance is equal to 0/160, since there is a significant level (sig) between 0/011 and is less than the level of  $p < 0/05$  in 95%

confidence, we can say that there is a significant relationship between organizational commitment and job performance. (Table 3)

**Table 4: Pearson correlation between the dimensions of organizational atmosphere and organizational commitment**

Organizational Commitment		Dimensions of organizational atmosphere
sig	Correlation coefficient	
0/750	-0/020	Team spirit
0/000	0/285	Interests
0/007	0/169	Intimacy
0/000	0/301	Consideration
0/000	0/383	Influence and dynamism
0/000	0/290	Emphasis on production
0/711	0/023	Disturbance
0/000	-0/282	Distancing

Fourth results: significant level of Pearson correlation coefficient is located between the six dimensions of organizational atmosphere, enthusiasm, sincerity, thoughtful, influence and dynamism, focus on manufacturing and distancing with the organizational commitment respectively, 0/007, 0.000, 0.000, 0.000, and 0.000 are all significant at the level of  $p = 0/001$ . So, there is a significant relationship between

these variables and organizational commitment. But confidence level of Pearson correlation coefficient is located between the two team spirit and disturbance with organizational commitment are 0/750 and 0/711, respectively that is greater than  $p = 0/005$ . Hence, we can say that there is no significant relationship between team spirit and organizational commitment disturbance. (Table 4)

**Table 5: Pearson correlation between the dimensions of organizational atmosphere with job performance**

Job performance		
sig	Correlation coefficient	Dimensions of organizational atmosphere
0/000	0/232	Team spirit
0/000	0/397	Interests
0/000	0/257	Intimacy
0/025	0/141	Consideration
0/003	0/189	Influence and dynamism
0/050	0/123	Emphasis on production
0/861	-0/011	Disturbance
0/000	-0/265	Distancing

Fifth results: significant level of Pearson correlation coefficient is located between the six dimensions of organizational atmosphere, team spirit, enthusiasm, sincerity, thoughtful, influence and dynamism, and job performance respectively 0.000, 0.000, 0.000, 0/025, 0/003 and 0.000, all are significant at the level of  $p = 0/001$ , and  $p = 0/005$ . Therefore, there is a significant relationship between the above variables and job performance. But significant level of Pearson correlation coefficient between two dimensions of the

emphasis on production and interfere with job performance 0/050 and 0/861 respectively is greater than  $p > 0/005$ . Hence, we can say that there is no significant relationship between the emphasis on production and interference with job performance. (Table 5)

## CONCLUSION

This study aimed to determine the relationship between organizational atmosphere with organizational commitment and job performance of Kohgiluyeh and Boyerahmad Provincial

Education General Directorate, a conceptual model was developed to achieve this goal on the basis of theoretical and experimental background. The results showed that the correlation between the two variables of organizational atmosphere and organizational commitment is significant. The results of this hypothesis is consistent with the results of research and senior colleagues (2012), Hashemi et al. (2010), Naziman et al. (2012) and Mac Murray (2004). On the other hand, the results of the research hypothesis of Sabzipour et al. (2011) and Sangyuansak (2009) are countercurrent. The Pearson correlation coefficient is significant between the two variables of organization all atmosphere and job performance that the results of this hypothesis is consistent with the results of Abbasi et al. (2013); Arshadi et al. (2012), Nazem and Mohsen Sheikhi (2009), Swandy et al (2014), Salamat et al. (2013). On the other hand, the results of the study hypothesis is countercurrent with Barati Ahmedabadi (2008), which in their study did not find a significant relationship between organizational atmosphere and job performance. Therefore, it is suggested that managers in addition to salary, job security, have to provide the peace of mental and physical health their employees, which

would lead to the creation of a supportive organizational atmosphere and organizational commitment, and will also have a positive impact on job performance of employees. The results also showed that the coefficient of correlation is significant between organizational commitment and job performance. The results of this hypothesis are consistent with the results Wood (2007), which the research showed that there is a significant relationship between organizational commitment and job performance and productivity. So managers have to hold classes and workshops for employees to teach and promote a supportive organizational atmosphere to increase organizational commitment, and job performance. The results also showed that the eight dimensions of organizational atmosphere, Pearson correlation coefficients is significant between the six later, enthusiasm, sincerity, thoughtful, influence and dynamism, emphasis on production and distancing with organizational commitment. In which the relationship of distancing and organizational commitment was negative and the other dimensions were positively correlated with organizational commitment. But there was no significant relationship between the team spirit and interference with organizational commitments. I.e. there

was a positive and significant relationship between interests, intimacy, significantly influence the dynamics, and emphasis on production, the job performance of and distancing were negatively and significantly correlated.

So, it can be said that the enthusiasm, devotion, significantly influence the dynamism and emphasis on producing to increase the organizational commitment. On the other hand, the working distance is greater, organizational commitment is lower. The results of this hypothesis is consistent with the results Abbasi et al. (2013); Hashemi et al (2010) Nazyman et al (2012). But is countercurrent with the results of Chiang (2002) that report no relationship between the components of organizational atmosphere and organizational commitment. And finally, of the eight dimensions of organizational atmosphere, Pearson correlation coefficient is significant between the six later; team spirit, interests, sincere, thoughtful, influence and dynamism, distancing job performance. In which distancing and job performance were negatively correlated, and other aspects were positively related to job performance. But there was no significant relationship between the emphasis on production and harassment with job performance. That is,

there is a significant positive relationship between team spirit, interest, devotion, consideration, influence and dynamism, there was a significant negative correlation between the job performance and distancing. So, we can say that the higher spirit of teamwork, enthusiasm, sincerity, thoughtful, influence and dynamism, job performance is also higher. On the other hand, the working distance is greater, job performance is less. The results of this theory partly is consistent by results Abbasi et al (2013) that have observed a significant relationship between all aspects of the organizational atmosphere and job performance. However, the results of this thesis is countercurrent with the research results of Barati Ahmedabad (2008), which reports no significant relationship between the dimensions of organizational atmosphere and job performance. According to the results, it is suggested that the directors of education to create a supportive atmosphere, open communication, collaboration, liberal and reward success, with team spirit and create intimacy and motivate and influence at the heart of staff, and not interfere too much in their work and flexibility in implementing programs increase organizational commitment, and job performance in them.

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