Explaining the relationship between the qualifications of directors, organizational climate and employee motivation in organization (Case Study: Sarkhon and Qeshm Gas Refining Company)

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Abstract

The aim of this study is to investigate the relationship between the competence of managers, organizational climate and employee motivation in the organization. The statistical population in this study is 300 people of the Official staff of Sarkhon and Qeshm Gas Refinery. Sampling is done by simple random method and the sample size using Cochran's formula that is estimated at 168 people. Data for this study was collected using questionnaires that examined their validity. To determine the validity and reliability, content validity and Cronbach's alpha coefficient were used. A reliability coefficient for the questionnaire, competency of managers is 0.90, for organizational climate questionnaire is 0.79 and for the questionnaire of employee motivation in the organization, it is 0.80. In this study, the structural relations model was used to analyze the data. For data analysis and hypothesis testing, statistical software lisrel is used. The results showed that there is a significant relationship between manager competency, organizational climate and employee motivation.

Keywords: manager competency, organizational climate and employee motivation.
Introduction

In today's competitive world, organizations are constantly seeking new ways to maximize their performance and effort of their employees. Good organizational climate and employee motivation for the survival and success of organizations is more necessary. An innovative organization without creative staff and support work environment, do not benefit from the employee creativity (Paramitha and Indarti, 2014). Organizations must ensure in such a way that employees and managers operate all their experience, abilities and capacity to promote organizational goals. Brown and Muberg believe that organizational climate is a collection of cultures, customs and special methods that has been observed by members of the organization: (1) describes the organization, (2) distincts the organization from other agencies and institutions, (3) is relatively stable over time, and (4) influenced and guided people. On the other hand, organizational climate affect the willingness of employees to do things beyond their role in organization, so that both person and organization will benefit the employee's performance. Litwin and Stringer (1974), defined organizational climate as a set of measurable characteristics in the workplace which directly or indirectly is perceived by those who work in this environment, and affect their motivation and behavior (litwin and Stringer, 1974). Excellent organizations, manage their employees' talents fully at the individual, group and organizational levels, these organizations promote justice and fairness in the climate of organization. Justice in the organization climate is a fundamental issue for all staff (Anderson & Shine, 2003), and it has a key role in the success of the organization and its goals.

Creation and development of the justice concept is a key tool for managers to achieve organizational goals (Juy and Whyte, 1992). In addition, the motivation is among the favorite subjects of psychologists and management researchers. Motivation will facilitate the acquisition process of goals, therefore, in the implementation of all management processes pay attention to motivation is critical. Motivation can be defined on the basis of internal and external behavior. Those who are motivated, while working towards those who are lacking motivation have more activity (Robbins, 1994). Almost it is motivation that can increase the efficiency of the use of information and opportunities, and creating a competitive advantage in organizations.

Today behind every great economic machine there is a "director". Bill Gates for Microsoft (Microsoft) and Andrew Grove (A.Grove) for Intel (Intel) and Kondesoki Matsushita (K.Matsushita) for Matsushita, are great actors in this scene. These managers not only created success for their organizations, but also for their nation and the country brought welfare and progress. Achieving transformational managers is considered as a large concern of organizations. This situation is not limited solely to industrial organizations. Today, tenure senior military and political jobs, where the competitive scenes are running in another way also require skills and managerial competency. Managerial competencies not be achieved only through knowledge and professional information, but this requires a comprehensive development in skill and personality.

http://www.ijhcs.com/index.php/ijhcs/index

Page 1182
dimensions, and a change in management attitude and behavior (Ghafarian, 2012). According to the concepts presented, the question arises as to what is the relationship between these variables. Accordingly, the present paper attempts to explain the relationship between organizational climate, employee motivation and competence of managers.

**Motivation**

The term "motivation" means dynamism and movement. In terms of organization, motivation is internal factor that cause change in behavior and the movement in the direct of the organization goals. Resources of each organization are divided into two categories: human resources and material resources; because the material source is also used by human resources, efficient use of material resources is not possible without a motivated force. In the developed world, in any organization, human resources are major capital and is one of the most influential factors in achieving the goals of any organization (Qrbany, 2010). To achieve the organization's objectives should konw the motivating factors in human and took action to meet their needs. People have different motives for their activities, and their prioritization is not the same for everyone (Ashish and Zachary, 2004). Job motivation of people who enter the organization may not be the same. Among the factors affecting job motivation can be salaries and advantages, vigorously in the workplace, job security, interest in the job and good social relations at work, nature of work, appreciation and fun to work (Keritner, 1999 and Shafiey, 1996).

Among the factors affecting job satisfaction and motivation of individuals, there are many theories, which are placed in two general groups. Content theories investigated the content for creating job satisfaction and motivation and process theories (Houman, 2002). The results of research show that motivated employees have good physical strength and mental strength and in terms of organization, a successful and desirable organization provides a high level of job satisfaction to be able to assimilate and conservation staff (Yousef, 2008). Job motivation is not isolated form developmental, social and physiological needs, and must respond to these needs, and reason for anyone to get a job, having motivation to promote it, and any organization to meet its goals need to motivated force, and if a person does not have good job motivation can not satisfy his/herself and it causes a drop in his/her performance (Shafiabadi, 2003).

**Organizational climate**

In the definition of organizational climate like other definitions of management domains, different definitions are provided. Some have equated it with the environment (Farmahini farahani, 1998). Organizational climate refers to the set of elements outside an organization, but in general, these elements have an impact on the activities of an organization (Kadivar, 1996). Alaqeband (2004) considers organizational climate as all the factors and external and internal conditions of an organizational that surround it and placed on it.
Types of organizational climate

In the 60s AD, Kraft and Halpyn conducted a study in connection with the organizational climate and identified six types of the organizational climate:

Open climate: in this climate staff have high morale and without aggression and conflict work well together. Management policies facilitate tasks and people have no trouble for each other and the staff enjoys their friendly relationship.

Autonomous climate:
In this climate Staff have relatively complete freedom so that they can find ways within the group to satisfy their social needs. In this situation, employees are working or can quickly and easily achieve their goals.

Controlled climate: Controlled atmosphere more than anything, by the pressure to achieve the objectives of the organization at the expense of satisfying social needs, becomes clear. All hard working and have little time for friendly relationship with each other, this climate more emphasize on duty.

Friendly climate: in this climate, the manager believes that all members are a family. He/she avoid things that hurt the feelings of his/her members.

Paternal climate: Employees do not work together well and this causes lack of coordination among them. Employees do not have friendly relations and their morale is significantly low, anywhere manager monitors and controls employees.

Closed climate: In this climate, employees are not involved in the organization. Job satisfaction is low. Staff tries satisfying themselves by communicate with each other and private relations. Most employees want to leave their jobs (Mirkamali, 2001).

The Manager competencies
The Managerial competencies are characteristics and behaviours in the work environment lead to the effectiveness of the management (Ghafarian, 2012).

Spencer and Spencer: the competency is employee’s ability to perform the skills required for a post (job) (Luthans, 1988,). Spencer divided competency in two categories:
1. The essential competencies that specify skills needed for minimum performance in a job or perform a task.
2. Top competencies which on the basis, the results are above average and have higher performance.

Philop et al, define competence as a combination of skills, knowledge and attitude required to perform a role in effective way (Karami, 2007).

Marleli: competencies, human skills are measurable that are required to operate effectively job performance (Draganidis, Mentaz, 2006).
Diyobops: competencies are the characteristics of the knowledge, skills, conceptual frameworks, thinking models and so on that their application either independently or in various combinations leads to successful performance (Draganidis, Gregoris, 2006).

**Manager competence pattern**

Among the patterns that can be considered for managerial competencies is the following pattern. This pattern suggests that the development of managerial competencies will improve the effectiveness of management, and mutually to achieve effective management, all aspects of manager competency must be developed. The dimensions of this pattern in the form are stated generally as manager competencies of individual dimensions, and manager competencies of social dimensions, so, for the practical use of this pattern, it is necessary to be divided into smaller components (Ghafarian, 2000).

![Diagram](image-url)

**Figure 1:** The overall pattern of development of executive managers (competency model) (Ghafarian, 2000)
Research method

According to the goal of research, this research is among scientific and applied research, because according to the characteristics of the target population in a certain period of time and in the designated location, it is studied, and the researcher try to extend results obtained using the applied methods in other similar units. Collect information to test the hypotheses, is done through a questionnaire. This study is an analysis of covariance or correlation matrix in which the structural equation modeling is used. The statistical population in this study consisted of all employees in Sarkhon and Qeshm Gas Refinery. Research sampling by randomly simple method and using Cochran formula, the sample size was estimated 168 people. To determine the validity and reliability of questionnaires, content validity and Cronbach's alpha coefficient was used. that the reliability for the questionnaire of manager competency was 0.90, for organizational climate questionnaire of Halpyn and Kraft (1963) was 0.79 and for the questionnaire of employee motivation in the organization was calculated 0.80. In this study, the structural relation model was used to analyze the data. For data analysis and hypothesis testing and other analyzes in this paper is used statistical software Lisrel. So, in this research after drawing analytical model based on data by the Path program with Perlis from LISREL software, measurement model is obtained that in this model using the coefficients B and t test, the hypotheses have been tested. Meanwhile model fit indexes with Perlis is also automatically calculated for the model.

Data analysis

at first, index chi-square to test the null hypothesis that is the model in justified society, is calculated. Chi-square means to reject the null hypothesis that states that model is not available in the community.

Table 1: Research model fit indices

<table>
<thead>
<tr>
<th>Fit index</th>
<th>Standard values</th>
<th>Estimated value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Degrees of Freedom</td>
<td>461</td>
<td>0.05</td>
</tr>
<tr>
<td>Chi-Square</td>
<td>Due to affiliation with the sample size, it is not appropriate criterion</td>
<td>1096.73</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.90</td>
<td>0.91</td>
</tr>
<tr>
<td>NFI</td>
<td>0.90</td>
<td>0.94</td>
</tr>
<tr>
<td>NNFI</td>
<td>0.90</td>
<td>0.95</td>
</tr>
<tr>
<td>CFI</td>
<td>0.90</td>
<td>0.95</td>
</tr>
<tr>
<td>RMR</td>
<td>0.90</td>
<td>0.74</td>
</tr>
<tr>
<td>AGFI</td>
<td>0.90</td>
<td>0.71</td>
</tr>
</tbody>
</table>
As shown in Table (1) can be seen, indicators of compliance or goodness of fit all are in the relatively acceptable level.

The following figure shows the overall output LISREL software models include both structural and measurement model, the following in detail is breakdown.

Figure 3: The base model with the path coefficients

Chi-Square=1096.73, df=461, P-value=0.00000, RMSEA=0.083
Hypotheses testing

The first hypothesis

1. There is a significant relationship between manager competency and organizational climate.
H0: There is no significant relationship between manager competency and organizational climate.
H1: There is a significant relationship between manager competency and organizational climate.

**Table 2: Results of standardized coefficients and t-statistics**

<table>
<thead>
<tr>
<th>T-statistic</th>
<th>Estimated coefficient</th>
<th>Predicted variable</th>
<th>Predictor variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.40</td>
<td>0.88</td>
<td>Organizational climate</td>
<td>Manager competence</td>
</tr>
</tbody>
</table>

According to Table 2, the path coefficient between manager competence and motivation is 0.88 and T corresponding is 1/96 < 9/40, which according to t test with critical value 0/05 at 95 percent, null hypothesis can be rejected, thus the first hypothesis is confirmed, we can say with 95% confidence, that there is a significant relationship between manager competency and organizational climate.

**The second hypothesis**

2. There is a significant relationship between organizational climate and employee motivation.
H0: there is no significant relationship between organizational climate and employee motivation.
H1: There is a significant relationship between organizational climate and employee motivation.

**Table 3: the results of standardized coefficients and t-statistics**

<table>
<thead>
<tr>
<th>T-statistic</th>
<th>Estimated coefficient</th>
<th>Predicted variable</th>
<th>Predictor variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.12</td>
<td>0.21</td>
<td>Motivation</td>
<td>Organizational climate</td>
</tr>
</tbody>
</table>

According to table (3), there is a significant relationship between organizational climate and motivation. The path coefficient equals to 0/21 and the amount of corresponding T is 1/96 < 6.12, which according to t test with critical value 0/05 at the 95% confidence level, the null hypothesis can be rejected, thus the second hypothesis is confirmed, and with 95% confidence it can be said, there is a significant relationship between organizational climate and employee motivation.

**The third hypothesis**

3. There is a significant relationship between manager competency and employee motivation.
H0: There is no significant relationship between manager competency and employee motivation.
H1: There is a significant relationship between manager competency and employee motivation.

**Table 4: Results of standardized coefficients and t-statistics**

<table>
<thead>
<tr>
<th>T-statistic</th>
<th>Estimated coefficient</th>
<th>Predicted variable</th>
<th>Predictor variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.37</td>
<td>0.62</td>
<td>Employee motivation</td>
<td>Manager competence</td>
</tr>
</tbody>
</table>
According to Table (4), the path coefficient between manager competence and staff motivation is equal to 0/62 and the corresponding T is 1/96> 3/37, which according to t test with critical value 0/05 at 95 percent confidence, null hypothesis can be rejected, thus the third hypothesis is confirmed, we can say with 95% confidence, there is a significant relationship between manager competency and employee motivation.

The fourth hypothesis

4. There is a significant relationship between manager competency and employee and staff motivation through organizational climate.
H0: there is no significant relationship between manager competency and employee motivation through organizational climate.
H1: there is a significant relationship between manager competency and employee motivation through organizational climate.

<table>
<thead>
<tr>
<th>Table 7: Results of standardized coefficients and t-statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>T-statistic</td>
</tr>
<tr>
<td>Meaningful</td>
</tr>
<tr>
<td>Meaningful</td>
</tr>
<tr>
<td>Meaningful</td>
</tr>
</tbody>
</table>

According to table (7), an indirect relationship of manager competency and motivation through organizational climate by direct effect of manager competency on organizational climate then the direct effect of organizational climate on motivation is examined, if approved direct effects are significant and confirmed, indirect effect also can be confirmed. According to the table (7) indirect effect of manager competency on staff motivation through organizational climate is equal to 0/18.

The results

The results of first hypotheses indicated that the path coefficient between manager competence and organizational climate equals to 0/88 and the amount of T corresponding is 1/96> 9/40, which according to T test with critical value 0/05 at the 95% confidence level, the null hypothesis can be rejected, thus the the first claim of research is confirmed and it can say
with 95% confidence, there is a positive relationship between manager competence and organizational climate. Competency of manager can effective on organizational climate and improving morale and participation in decision-making and increase their creativity and innovation and as a source to improve mental health taken into account.

The second hypothesis results showed that there is a significant relationship between organizational climate and employee motivation. The amount of coefficient equals to 0/21 and corresponding T is 1/96 <6.12, which according to T test with critical value 0/05 at the 95% confidence level, the null hypothesis can be rejected. So, the second claim of research is approved and it can say with 95% confidence, there is a positive relationship between organizational climate and employee motivation.

The third hypothesis results showed that the path coefficient between manager competency and staff motivation is equal to 0/62 and value of T is 1/96 > 3/37, which according to T test with critical value 0/05 at confidence level 95%, the null hypothesis can be rejected. So, the third claim of research is approved and it can say with 95% confidence, there is a positive relationship between manager competency and employee motivation.

The fourth hypothesis test result is evaluated according to the information of table. To investigate the mediation role of organizational climate between manager competency and employee motivation, if direct impact of manager competency on organizational climate then the direct effect of organizational climate on employee motivation is confirmed, mediation effect of organizational climate between manager competence and motivation of is also confirmed. Variable path coefficient of manager competency on organizational climate 0.88 with T value equals to 9.40, the error level 0/05 with confidence 0/95, the statistic is meaningful and variable path coefficient of organizational climate on motivating of 0.21 with value T equals to 6.12 in the error level 0/05 with confidence 0/95, the statistic is significant. Thus the the impact of the mediating role of organizational climate between the manager competence and motivation is 0.18 = 21/0 × 88/0 and the claim of researcher is confirmed. According to the researchers, the organizational climate can be affect the manager competence and motivation of people. The more closed climate, expected to reduce employee motivation.
References


