

Analysis of the Relationship between Employees' Mission Transparency and their Common Ideals with the Organizational Excellence of Education in Nahavand City

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ABSTRACT

This study aimed to investigate the relationship between the employees' mission transparency and their common ideals with the organizational excellence of education in Nahavand city. This research is applied in terms of purpose and descriptive correlational in terms of the nature of research, seeking to infer a descriptive relationship between research variables. Based on Morgan's table, a sample of 201 people were randomly selected in this study as the research community and completed the test questionnaires. The EFQM Organizational Excellence questionnaire was used to collect data. The reliability of the questionnaire was obtained through Cronbach's alpha which was 0.843 for all items. The variables of employees' mission transparency and common ideals were measured using the Denison Organizational Culture Questionnaire. Pearson correlation coefficient (for normal population) was used to investigate the research hypotheses and infer the relationship between the research variables. The results showed a significant positive correlation between employees' mission transparency and organizational excellence. In addition, the correlation between common ideal and organizational excellence was 0.48, indicating a significant positive relationship between the two variables. Based on the research, employees' mission transparency and common ideals affect organizational excellence.

Keywords: Employees' Mission Transparency; Common Ideal; Organizational Excellence; Education.

Introduction

Organizational excellence is one of the concepts related to the organization to achieve goals and apply appropriate organizational methods. Excellence means achieving results that satisfy all organizations' stakeholders. Organizations are aware that organizational excellence is not a static goal and is constantly changing according to the current situation, changing customers and all stakeholders' needs, competitors' efforts to succeed, and new rules and regulations. It is impossible to succeed in national and international competition by relying on the traditional method. Organizational excellence is not only limited to industry and trade but includes many educational models (such as the education system) and the service sector. It seems necessary to use models that, in addition to providing the right basis for strategic planning, can evaluate organizations' current state and identify weaknesses and areas for improvement. For this reason, various organizational excellence models were used to achieve the above goals due to the great efforts made by quality and productivity experts.

The design of organizational performance excellence models dates back to the comprehensive research of Western experts in the 1980s to investigate the reasons for Japan's progress in the post-war years. This research announced that the main factor for the low level of productivity and non-competitiveness of industries in these countries compared to Japan is having national quality awards in Japan and using them to stimulate competition and increase the capacity of Japanese companies and non-use of this tool in Western countries. Then, the Baldrige National Quality Award was designed in 1987, and the European Quality Award in 1988. European countries and other countries quickly welcomed this movement. For several years, organizational excellence has found a good position in our country's organizations and is considered one of the world's strongest and highest management standards [1]. Increasing employees' commitment to their responsibilities directly affects customer satisfaction with services and products, increases market share, increases profits, and leads to the organization's growth, development, and excellence. The organizational excellence models are formed by their particular political, economic, cultural, social and educational environment, i.e., the Anglo-Saxon societies. Experts indicate that more than 60% of the economy is government-owned in our society, and naturally, the facts occur differently. [2]

Based on the research, employees' mission transparency and common ideals affect behavior. Nowadays, organization members are more committed to values, and the culture is stronger where the main beliefs and values are keenly maintained and dispersed. Turnover and transfers are lower in these organizations, and satisfaction is higher. People are very interested in their job and do it perfectly [4]. Therefore, it is very important to investigate education as the main custodian of the country's education system and youth education. It is essential to study and research the set of effective factors in productivity, increasing the work efficiency of officials, and executing factors in the educational system such as employees' mission transparency and common ideals and their relationship with organizational excellence.

Theoretical foundations of research

2-1. Organizational Excellence

Organizational excellence is an organization's ability to meet its stakeholders' needs, which are pre-defined and planned. It is also an effort that the organization makes to maintain, sustain, and improve these results [4]. Excellence means achieving results that satisfy all organizations' stakeholders. Excellent organizations are always agile, flexible, and responsive to changing stakeholders' needs and expectations in today's changing world. Excellent organizations measure and anticipate their stakeholders' needs and expectations, observe their experiences and perceptions, and examine other systems' performance. In these organizations, information about current and future stakeholders is collected and is used to determine, apply, review policies, strategies, goals, objectives, indicators, and short-term, medium-term, and long-term plans. This information help stakeholders achieve a balanced set of expected results.

Excellence is creating customers' desired values. Excellent organizations know their customers and perfectly understand them because customers are the ultimate judges of the quality of products and services. They also understand that current and potential customer demands and expectations increase loyalty, sustainability, and market share. These organizations meet their customers' current demands and expectations. Leaders at various levels in excellent organizations repeatedly move other employees toward excellence, known as role models for behavior and performance. They manage the organization by appreciating the stakeholders and collaborating with them in implementing joint improvement activities. They attract their stakeholders' assurance in the chaos by taking a steady step toward the organization's goals. In such situations, they apply their abilities to adapt organizational orientations toward rapid movements and changes in the external environment and accompany their employees [1, 5].

Excellence is organization management through related and interconnected systems, processes, and realities. Excellent organizations have an effective management system based on which all stakeholders' demands and expectations are met. A transparent and integrated set of processes ensures the systematic implementation of the organization's policies, strategies, goals, and programs. Excellence maximizes employees' participation by developing and engaging them. Excellent organizations identify and comprehend the present and future competencies to implement policies, strategies, goals, and plans. They achieve the desired competencies by attracting and developing their employees and actively and positively supporting them comprehensively, promoting and supporting employees' development, and enabling the full release of their capabilities. These organizations prepare employees to encounter and adapt to operational requirements and individual capabilities changes. They also identify the increasing significance of their intellectual capital and use their knowledge to benefit the organization. They seek ways to pay attention, reward and appreciate those employees who use them to create and implement improvement ideas [1, 5].

Excellence is challenging the status quo and making changes to innovate and create opportunities for improvement through learning. Excellent organizations are always learning from their own and others' activities. They take seriously internal and external optimization. They use their employees' knowledge to maximize learning throughout the organization and benefit everyone. All stakeholders' ideas are accurately received, and the employees' attention is moved beyond the present and current capabilities. They carefully retain their intellectual capital and use it appropriately for the organization's business achievements. Their employees always challenge the current situation and look for innovation and continuous improvement opportunities that lead to added value [6].

2-2. Organizational Culture

Culture in an organization is like the human's personality. Organizational culture is a phenomenon in the organization, and all members agree that it unnoticeably leads people to some invisible behavior. It is possible to better justify people's behavior in the organization by knowing and understanding what makes the organization's culture, the way it is created, and its durability [7]. George Gordon [8] defines organizational culture as a set of organizations' assumptions and values that are widely observed and lead to certain behavior patterns [9]. Organizational culture can be considered implicit norms, values, and assumptions in which the organization members have participated. In addition to giving a clear identity to the organization, organizational culture leads to employees' integration and gradually includes numerous and certain norms, values and assumptions that affect behavior, although it is the product of organizational life [10, 11].

Edgar Schein [12] defines culture as a set of common principles and solutions to global problems in terms of external adaptation (how to survive) and internal cohesion (how to stay together). These basic assumptions and principles progress over time and are transferred from generation to generation. The organization's culture influences changes in any organization (more or less). One of the important factors in the organization's success is organizational culture [13]. Common assumptions, common values and norms, similar perceptions of signs, similar perceptions, and communication rules perform as social bonds

in human organizations. All these factors are included in the organizational culture concept [12]. Organizational culture is due to the learning process derived from interaction with the internal and external environment of the organization. Organizational culture creates a sensation, desire and stability in a complex and dynamic world [13]. Culture has different roles in an organization. Culture determines organizational boundaries, injects a sense of identity into the organization's members, and creates in people a kind of commitment more valuable than personal interests. Culture causes the social system's stability and resistance [14]. As nations have different cultures, organizations also have diverse ways of believing, thinking, and acting identified by symbols, heroes, rituals, ideologies, and values. Organizational culture strongly determines the nature of learning and how it occurs in the organization [15].

Many organizations' culture is not anti-learning but is non-learning. Risk-taking, efforts to develop new approaches and information sharing are encouraged in such a culture while not disrupting the status quo will be rewarding. This type of cultural value needs to be changed if the organization wants to be learning [15]. Researchers such as Cumming and Worley [16] and Brown and Gray [17] believe that culture is an important subject that promotes organizational learning and transfers the organization to a learning organization [18].

The less different the beliefs and the commonalities, the weaker the organization's culture and the deeper and more cohesive the common beliefs, the stronger the culture. Based on the organizational culture definition, experts have presented indicators to categorize the organization's culture and identify each organization's type of culture, which are mentioned here. Two common classifications usually referred to contingency models are mechanical and organic cultures. Common beliefs in organizations with mechanical culture are more concerned with formal structures, rules, regulations, and standard methods. In organizations with organic culture, the common beliefs focus on informal structures, results, and performance rather than tools and equipment. In terms of culture, organizations are classified into four categories [19]. Researchers define organizational culture as a set of values, beliefs, and norms of members reflected in the organization's goals and activities, strengthening a culture that supports innovation, expectations, and guidelines for members' creativity, experience, and risk-taking. Therefore, culture has a significant role in company risk-taking. Osland and Yaprak [20] define this culture as the culture of risk-taking, which has an undeniable role in developing innovative products and strengthening the aggressive position in the company [21]. Small risk-taking teams can also play a vital role in such a culture [22]. Mission transparency and common ideals are two dimensions of organizational culture. Mission transparency means having full knowledge and insight into the ultimate goal and sub-goals of the organization in which the personnel act with each other and use the organization's specific principles to achieve it. Each person's duties should be fully defined to correctly perform his role and relationship with others [23]. A common ideal refers to a set of goals in line with each other, a group of people working together to achieve a clear and common goal [24].

Research Methods

This research is applied in terms of purpose. In terms of the nature of the research, it is also a descriptive correlational and inference of descriptive relationship between research variables. This study's statistical population includes all education employees of Nahavand city, including the four cities of Nahavand, Kian, Zarrin Dasht and Firoozan, which is equal to 420 people. Based on Morgan's table, a sample of 201 people was randomly selected in this study as the research population and completed the test questionnaires.

In this research, the note-taking method has been used to collect the research's theoretical foundations, background, and literature when referring to the library and the Internet. The EFQM Organizational Excellence Questionnaire was used in the field section to collect data. This questionnaire has ten questions, and five options from strongly agree to strongly disagree. The strongly agree option is given a score of 5, and the strongly disagree given a score of 1. A higher score indicates higher organizational excellence, and the range of scores obtained for each subject is between 10 and 50. In different studies, its reliability is

reported as 0.806 [25]. The reliability of the test through Cronbach's alpha for all questions was 0.843. The alpha value obtained is greater than 0.7. Therefore, the internal consistency obtained is acceptable.

The employees' mission transparency and common ideals variables were also used in the Denison Organizational Culture Questionnaire. Pearson correlation coefficient (for normal population) was used to investigate the research hypotheses and infer the relationship between the research variables. Kolmogorov-Smirnov test was also used to assess and review the population distribution and its normality.

Findings

Based on the results, the highest age range of participants in the study was between 35 and 40 years, with 36.8 of the total frequency.

Most of the participants in this research are undergraduates, including 56.8% of the sample, followed by those with a master's degree or higher and postgraduate.

37.8% of employees and teachers of Nahavand city have 10-15 years of work experience; 23.3% of them have more than 15 years, 22.9% of them have 5 to 10 years, and 7% of them have 1 to 5 years as employee or teachers in their work experience in education in Nahavand city.

In this study, the Kolmogorov-Smirnov test is used to test the research hypotheses for the normality of the sample distribution. In addition, Pearson correlation and regression are used to test the research hypotheses.

Table 1. Kolmogorov-Smirnov and Shapiro Wilkes test to check the normality of the data

Variables	Kolmogorov-Smirnov		Shapiro-Wilkes	
	Statistics	sig	Statistics	sig
Employees' mission transparency	0.28	0.12	0.38	0.31
Common ideal	0.23	0.09	0.36	0.30
Organizational Excellence	0.37	0.20	0.58	0.42

Table (1) shows that statistics are insignificant in employees' mission transparency and organizational excellence. As a result, the null hypothesis is confirmed, and the distribution of scores between the two groups is normal.

Hypothesis 1: There is a significant relationship between employees' mission transparency and the organizational excellence of education in Nahavand city.

H₀: P = 0

H₁: P ≠ 0

Table 2- Pearson Correlation: Employee mission transparency and organizational excellence

	Correlation coefficient (R)	Significance (P)
Employee mission transparency	0.45	0.001
Organizational excellence		

Results of hypothesis analysis in Table (2) showed a positive and significant correlation between employee mission transparency and organizational excellence. The inference of this relationship is estimated through significance that is equal to 0.001 and less than the critical value of 0.05.

Hypothesis 2: There is a significant relationship between the common ideal and the organizational excellence of education in Nahavand city.

$H_0: P = 0$

$H_1: P \neq 0$

Table 3- Pearson correlation coefficient between common ideal and organizational excellence

	Correlation coefficient(R)	Significance (P)
Common ideal	0.48	0.000
Organizational excellence		

Table (3) shows that the correlation between the common ideal and organizational excellence is equal to 0.48, and the level of significance obtained is equal to 0.00. The null hypothesis is rejected if the calculated significance level is less than the critical value (sig <0.05). Therefore, the research hypothesis confirms a relationship between a common ideal and organizational excellence.

Conclusion

This study aimed to investigate the relationship between the employees' mission transparency and their common ideals with the organizational excellence of education in Nahavand city. Organizational excellence models were born in the 1950s since the emergence of various management techniques. Organizational excellence models have provided an appropriate framework for managing organizations in a competitive environment by following the example of successful companies in the world. The distinct feature of these models is the type of attitude towards the organization (holistic). This attitude allows management to evaluate and examine the organization to compare it with similar organizations. On the other hand, the designed models allow the organization to use different techniques.

The results showed a significant relationship between employees' mission transparency and organizational excellence of education in Nahavand city. The hypothesis analysis results showed a positive and significant correlation between employee mission transparency and organizational excellence. The inference of this relationship is estimated through significance that is equal to 0.00 and less than the critical value of 0.05. The obtained correlation is also equal to 45.4.

The results showed a significant relationship between the common ideal and organizational excellence of education in Nahavand city. The correlation between the common ideal and organizational excellence equals 0.44, and the level of significance obtained equals 0.00. The null hypothesis is rejected because the calculated significance level is less than the critical value (sig <0.05). Therefore, the research hypothesis confirms a relationship between a common ideal and organizational excellence.

The general results of this research are consistent with previous research, including Abu al-Ma'ali [26]; Akbari Yazdi [27]. The results were also similar or close to previous research.

Based on the results, it is suggested to conduct this research with a similar subject in service and educational organizations by simple random sampling. It is also suggested to discuss the role of burnout with organizational culture as independent variables in modeling the factors of organizational excellence. It should also examine the framework of organizational excellence and its common and different elements in manufacturing, industrial and service companies.

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