

Pattern Design and Validation of Organizational Effectiveness of Islamic Azad University of Tehran Province

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Abstract

Purpose: This study aimed to investigate the pattern design and validation of the organizational effectiveness of Islamic Azad University in Tehran province. **Methodology:** The research method was applied and qualitative in terms of data type. The statistical population of the study consisted of the experts in the field of educational management and higher education management. 30 individuals were selected as the sample size using the purposeful sampling and saturation principle methods. In this study, the Interview with the experts was valid & Reliable. **Findings:** The content analysis method (open, axial, and selective coding) was used to analyze the research data. The findings indicated that the components of organizational effectiveness in Islamic Azad universities of Tehran province include organizational commitment, organizational health, organizational innovation, and job satisfaction. According to the identified components, a model was presented with a proper fit. **Conclusion:** Human resource strategies should be bound to the organization's overall strategy and get to the point fruition.

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1. Introduction

In today's changing world, organizations need to engage in a continuous process of changing in order to be able to stand up against organizational issues, using complex and varied environmental opportunities in order to reduce deficits (Arriola, et al, 2016). In today's changing conditions, organizations need to continuously develop their capabilities and competencies to survive, in order to be able to respond to changing environmental conditions. Meanwhile, organizations should have several unique and important features to find the ability for continuous adaptation. One of these features is improving organizational effectiveness. Organizational effectiveness is among the concepts, which is highly considered in modern management. The initial perception of the organization's effectiveness presented to active organizations in the 1950s and 1960s was very simple and called for effectiveness to be the concept of "the extent to which organizations understood the goals" (Ginsburg et al. 2016).

2. literature Review

Organizational effectiveness is, in fact, the foundation of success in organizations. The figure below indicated organizational effectiveness models. Observing this figure, it is understood that none of the quadruple attitudes have a common interest in defining the organizational effectiveness. In other words, there cannot be a comprehensive definition of the organizational effectiveness. Therefore, in terms of the situation and the useful conditions for the application of each of these attitudes, the environmental conditions are crucial, while the proper conditions of each one do not contradict the conditions of other attitudes (Dang et al., 2018: 762).

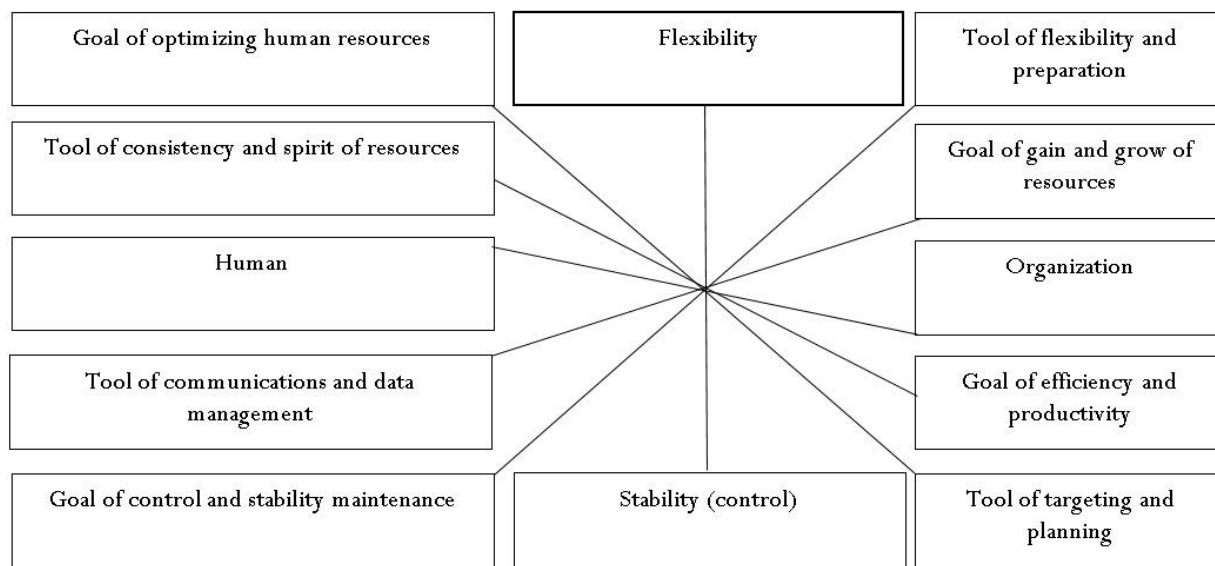


Fig1. quadruple models of effectiveness values

According to researchers, organizational effectiveness has the components that, if these elements are applied correctly, the organization will undoubtedly achieve the goal of high efficiency and effectiveness. According to researches, one of these components is the organizational innovation (Stojčić, et al., 2018). The term innovation has become commonplace since the 1950s, when the concept became important in the United States. This remarkable effort, aimed at "generalizing and deepening the basic concept of creativity," gave this special meaning to this term, but at the same time, the rapid development of its application in all fields has made it an important and applicable term in all scientific circles. Innovation is the creativity that

has come into being; in other words, innovation is the realized creative thinking, it is the presentation of a product, process and new services; innovation is the use of mental abilities to create a new thought or concept (Chen et al., 2013: 1199).

Organizational innovation is fully affected by learning culture. Lifelong learning can raise the capacity of innovation in individuals. This is true in the educational organization and in the case of students. The employees who have been trained innovatively can better resolve their problems and be of benefit to their future and society. The incidence of creativity and employee innovation is a step towards the training of the country's required forces, which ultimately promotes the scientific development of the land (Botha et al., 2017).

The other component, which according to the findings, can be referred to as an effective component, is the component of job satisfaction (Rabiei et al., 2018). Today, job satisfaction is recognized as a phenomenon that leads to important job values. Therefore, one of the effective factors in the success of each organization is the job satisfaction of its employees. Job Satisfaction is one of the most important variables affecting the behavior of individuals in the organization, its effects extend beyond the organization's environment, and it could affect the individual and social life of the employees. In addition to the importance of job satisfaction and achievement of organizational goals, it is necessary to establish mental and physical health, to have a satisfying and satisfying job. Recent studies have shown that the individuals who are dissatisfied with their job are susceptible to various physical and mental illnesses (Roy, 2017).

Venkatesh (2016) stated that Job Satisfaction is a complex and multifaceted concept that has different definitions for different individuals. He believes that job satisfaction is related to motivation.

Job-related definitions indicate that this concept involves three distinct, yet interrelated structures that include job evaluation (Peng, et al., 2016), believing in the job and emotional experiences due to the job (Elfering et al., 2016). On the other hand, organizational commitment can also be considered as the other component of organizational effectiveness (Shahid & Azhar, 2013: 253).

Organizational commitment is an important occupational and organizational attitude that has attracted many scholars of organizational behavior and psychology, especially social psychology, over the past years (Karim & Noor, 2017: 93). This attitude has undergone some changes over the past three decades, perhaps the most significant change has been in the domain of multidimensional attitude toward this concept via the one-dimensional attitude. Also due to recent developments in the business sector including the narrowing of the companies and the merges of the companies, some of the experts were to suggest that the effect of organizational commitment is reduced to other important variables in the field of management such as job quitting, absenteeism, and performance reduction, therefore its review seems unnecessary (Sagharvani, 2009). Other scholars do not accept this view and believe that organizational commitment has not lost its importance and can still be taken into consideration (Behzadi et al., 2011: 90). Researches also consider the important component of organizational health. They argue that organizational health is one of the effective factors on organizational effectiveness and organizational performance improvement (Shanafelt, et al., 2017: 130).

For the first time, Miles used the term organizational health in 1967. At the same time, he proposed a plan to measure the health of organizations, stating that organizations would not always be healthy. Miles believes that the organizational health approach has significant advantages in terms of the dynamism of organizations, and research and the efforts to improve it is very beneficial. Organizational health is the ability of organizations to maintain survival and compromise with the environment along with improvement of these abilities. The health includes the situation in which the individuals and the organizations can perform beyond the normal limits. If the continuous motivation does not take place in a healthy situation, the system will gradually enter the unpleasant state. Researchers state that a healthy organization is where individuals are enthusiastically coming to work and are proud to work in such area. In fact, organizational health has a

significant impact on physique, psychology, security, affiliation, meritocracy, stakeholder's personality, and it increases the individuals' ability to perform the assigned tasks (Kaluza, et al., 2018).

Today, the condition for the survival of any organization is sufficient attention to the human resources in that organization. The efforts to ensure the health of the organization, preservation, and promotion of its level should be prioritized relative to other activities. Unfortunately, the dimensions of organizational health are dependent and their role is an unknown concept, and most of the individuals who are in an abnormal situation, such as: joblessness, absence, demanding for transfer to other organizations etc., try to push, manipulate and control this situation, while the problem comes from elsewhere and the solution is something else. Therefore, the research and conceptualization of organizational health is important for the extensive activities of organizations and any significant effort to improve the organization is important (Heydari et al., 2016).

The mentioned characteristics in achieving organizational effectiveness are influential because performance of the process of evaluating of organizations, in addition to identifying strengths and weaknesses of the employees, is a precondition for applying the management of the operation to the various stages of its implementation, the human resources strategies strongly "should be bonded with the overall organization's strategies". Among the researches carried out in the field of research within Iran, Manisha Sharma & Monika Bhati (2017) can be mentioned. In their research, they indicated that the three organizational, motivational and empowerment factors have a positive and significant effect on individuals' choices of residence and adherence to the organization. In a research, Bader Al Asoufi (2017) concluded that one should recognize the importance of talent management in helping the organization growth and its strategy for protecting the environment. One should understand the importance of the role of human resources leaders and employees in order to achieve the best results through helping and improving their abilities and through creating appropriate programs on how to attract and preserve the talents. In a research on organizational effectiveness, Tofghi et al. (2011) also found out that organizational effectiveness has a positive, direct, and significant correlation with organizational health indices. Matthews (2015) also utilized two indices of effectiveness and efficiency for assessing organizational performance and they also stated that organizational effectiveness is the extent to which an organization uses specific resources without waste of its resources and without ruining the members unnecessarily and to meet the community goal in this way.

3. Methodology

The purpose of the present study was to design a model and validate the organizational effectiveness of Islamic Azad University of Tehran province; the research method was applied in terms of purpose and qualitative in terms of data type. The statistical population included the experts in the field of higher education management. To determine the sample size in this research the judgmental sampling method was utilized, therefore 30 individuals were selected as sample size. It should be noted that this procedure was performed in 2018.

In this study, the librarian method and semi-structured interview were used for data collection. In individual interviews with the interviewees, five questions were used for the preliminary investigation. Moreover, additional sub-questions were raised alongside each question to understand participants' experiences during the interview. After conducting 30 interviews, the main and secondary factors were repeated in previous interviews and the researcher became saturated with such answers. In order to ensure the validity of the qualitative part of the research and to ensure the accuracy of the findings from the researcher viewpoint, the valuable ideas of the professor's familiar with this field and the higher education professionals who were well-known in this field were used. At the same time, collaborators were assisted in analyzing and interpreting data. The interceder reliability method was also used to calculate the reliability

of the research. Content analysis was utilized to analyze the research data. In this design, the analyze process of collected qualitative data was conducted through open coding and axial.

4. Finding

In this section, the research data is analyzed and evaluated using the scientific methods in a qualitative part. It is worth noting that 30 experts in this field were interviewed based on a semi-structured approach with five questions. The Interview questions are presented in Table 1. The provided responses for each question after the content analysis by the researcher and two statistics experts are presented in Table 2.

Table 1. Interview Questions

Item	Question
1	What is your definition of organizational effectiveness in Islamic Azad University?
2	From your perspective, what are the constituent elements of organizational effectiveness at Islamic Azad University ?
3	From your point of view, how can the employee of the universities affect the constituent elements of organizational effectiveness at Islamic Azad University?
4	In your opinion, what are the facilitators and barriers to implementation of knowledge management strategies, entrepreneurship skills and employee empowerment in order to promote organizational effectiveness in Islamic Azad University?
5	In your opinion, what mechanisms can be implemented to create knowledge management strategies, entrepreneurship skills and employee empowerment in order to promote organizational effectiveness in Islamic Azad University?

In Table (2), a checklist for the results of the content analysis of the interviews is provided on the organizational effectiveness.

Table 2. The final checklist due to analyzing the content of the interview on organizational effectiveness

Component	meanings	code
Organizational commitment A	I'm glad to have the rest of my occupation time at this university .	A1
	I enjoy talking to others about this University.	A2
	I consider the university problems as my own, and I can predict these problems .	A3
	As easily as I was affiliated to the university, I can also be affiliated with other organizations.	A4
	I feel an emotional bond with the university.	A5
	This university motivates me.	A6
	I do not feel much commitment to my job.	A7
	There is a great deal of trust between the management and employee of this university.	A8
	I have a sense of responsibility attitude towards the goals of the university .	A9
	If I leave my job now, it wouldn't be costly for me.	A10
	Keeping this job is what I truly want while it's a necessity	A11
	I think people change their jobs a lot these days.	A12
	There is no need for a person to always be loyal to their organizations.	A13
	Going from an organization to another is not against ethics.	A14
	Loyalty to ethics has led meto continue my career.	A15
	I am not interested to transfer to another organization at all.	A16
Innovation : adaptation B	The employee of the university are always ahead in providing new services to the clients.	B1
	The employee of the university will easily share their experiences and information with their colleagues .	B2

	The University is trained to provide the customers with updated services.	B3
	The provided services by the employee are constantly evaluated .	B4
	Employees are flexible due to providing the services .	B5
	Improving work conditions and accelerating the flow of responding are part of the services that the employees of the university adhere to.	B6
	The employees play a key role in the improvement of the work methods and equipment.	B7
	The employee of the university continues to work on the basis of the feedback received from the clients.	B8
	There is an active participation of employees in the decision Makings of the university.	B9
	There is work conditions flexibility among the employees.	B10
	Innovation in this university is not a risky activity and it does not face the workers' resistance .	B11
	In this university, employees try to offered new ideas to continue working .	B12
	in this university, employees are not being forced for the presentation of the new ideas , but they are encouraged to do so.	B13
	Innovative ideas are also welcomed by other employees.	B14
Job Satisfaction C	The employees in this university are constantly improving their human relationships through the workplace.	C1
	The career is very important for the employees .	C2
	The occupation is a matter of pride for the employees.	C3
	The occupation causes joy and happiness for the employees.	C4
	There is a coordination between goals, actions and activities among the employees.	C5
	There is solidarity between the financial and material sources of the University.	C6
	There is a possibility of empowerment and talents revealing for employees.	C7
	The personnel promotions are based on merit.	C8
	Terms and regulations create the job opportunities for employees .	C9
	There is a sense of cooperation and collaboration among the employees .	C10
	The employees work in mutual trust with each other .	C11
	The Employees respect each other's Professional competencies.	C12
Organizational Health: spirit D	The employees are supported against the unreasonable requests of the clients.	D1
	The workplace is vulnerable against the environmental pressures.	D2
	The employees of this university feel that they are under pressure by the clients.	D3
	A few of the protesters and clients can change the policies of the workforce.	D4
	My managers achieve everything they ask form the employee .	D5
	The employees of this university feel that the manager regards everybody as their counterpart.	D6
	The university is asking the employee s to comply with certain rules and regulations.	D7
	This university provides materials and additional information requested by the employees .	D8
	The university has enough materials and equipment for the use of the employees.	D9
	This college provides supplementary materials and materials for use by employee .	D10

The employees of this university are kind to each other .	D11
The university employees' morale is strong.	D12
The employees of this university do their job with enthusiasm .	D13
The top executives appreciate the progress of the employees of this university.	D14
The employee's learning environment in this university is disciplined and serious.	D15

In the table above, the basic concepts derived from the content analysis are presented. The information in the table above represents the basic axis of the research questions, and in the second part of the table the responses provided by the interviewees are derived from the open coding, and in the third part, the code, is the code of the interviewee. In some tables, a number of interviewees did not answer all the questions, or had several answers and mentioned several factors. In identifying the dimensions of the organizational effectiveness, one must first ensure that existing data can be used for the analysis or not. On the other hand, in other words, is the number of desired data (sample size and relationship between variables) suitable for factor analysis? For this purpose, the KMO index and the Bartlett test were used. The KMO index is examined for sampling adequacy by assessing the smallness of the partial correlation between the variables. The closer the index value is to one, the data is more suitable for factor analysis, and usually values less than 0.6 are not suitable for factor analysis. The Bartlett test examines the symmetry of the data (in questions and factors, correlation is directionless) and examines the coherence matrix. If the significance level of the Bartlett test is smaller than 0/05, the factor analysis is suitable for identifying the structure.

In the table below, the results of the KMO index and the Bartlett test can be found on existing and identified indices for the variables of the research model.

Table3. KMO index and the Bartlett test

Factors	Test	Results
Identification of dimensions of Organizational Effectiveness	KMO sampling adequacy factor	0/969
	Bartlett's test of sphericity	Chi-square
		Degrees of freedom
		Significance level

According to the results, the KMO index is greater than 0/6 and represents approximately close to one, indicating the adequacy of the sample size based on the indices identified for the factor analysis. A significance level of 0/000 for the Bartlett test also indicates the suitability of the research variable for the factor analysis.

Through identifying the dimensions of the organizational effectiveness based on the results of the qualitative section and the content validity, 57 exploratory indices were identified and the exploratory factor analysis was conducted. The following table indicates the commons of these indices. In fact in the joint table, each question shows the variance level that can explain the components, and states which questions explain more variance and which questions explain less. The Principal Component Analysis method is the main component analysis. The variables whose extraction values are less than 0/5 are ignored. Of course, this procedure is conducted in a stepwise manner and starts with the variables with lower extracted values.

Table 4: Common indices

questions	Extracted commons	questions	Extracted commons	questions	Extracted commons
Question 1	0/668	Question 20	0/675	Question 39	0/721
Question 2	0/759	Question 21	0/702	Question 40	0/646
Question 3	0/667	Question 22	0/624	Question 41	0/683
Question 4	0/580	Question 23	0/730	Question 42	0/653

Question 5	0/657	Question 24	0/703	Question 43	0/702
Question 6	0/598	Question 25	0/684	Question 44	0/654
Question 7	0/769	Question 26	0/630	Question 45	0/687
Question 8	0/696	Question 27	0/703	Question 46	0/607
Question 9	0/.677	Question 28	0/628	Question 47	0/582
Question 10	0/622	Question 29	0/710	Question 48	0/649
Question 11	0/730	Question 30	0/703	Question 49	0/719
Question 12	0/660	Question 31	0/711	Question 50	0/646
Question 13	0/608	Question 32	0/734	Question 51	0/801
Question 14	0/694	Question 33	0/709	Question 52	0/807
Question 15	0/557	Question 34	0/638	Question 53	0/779
Question 16	0/691	Question 35	0/645	Question 54	0/767
Question 17	0/700	Question 36	0/646	Question 55	0/774
Question 18	0/655	Question 37	0/603	Question 56	0/811
Question 19	0/701	Question 38	0/568	Question 57	0/746

As can be seen in the table above, the shares for all indices are above 0/5 and there is no need to remove any questions.

In the table below, we can see the Total Variance Explained. This table consists of three parts. The first part contains Initial Eigenvalues, and determines the factors that remain in the analysis. The factors with specific values less than one are excluded from the analysis. The excluded factors are the ones that their presence does not explain much of the variance. The second part consists of the Extraction Sums of Squared Loadings, which are due to the Initial Eigenvalues without rotation, and the third part relates to the Rotated Sums of Squared Loadings. The mentioned items are visible in the table below.

Table 5: Explanation of the variance of components

Factors	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotated Sums of Squared Loadings		
	Total	Variance	The cumulative percentage	Total	Variance	The cumulative percentage	Total	Variance	The cumulative percentage
1	29/772	52/232	52/.232	29/772	52/232	52/232	13/320	23/367	23/367
2	2/403	4/216	56/447	2/403	4/216	56/447	8/400	14/737	38/104
3	1/645	2/886	59/333	1/645	2/886	59/333	7/166	12/572	50/676
4	1/058	1/856	61/189	1/058	1/856	61/189	5992	10/513	61/189
5	0/996	1/747	62/937						
6	0/865	1/518	64/454						
7	0/843	1/479	65/933						
8	0/799	1/402	67/335						
9	0/726	1/274	68/609						
10	0/714	1/253	69/861						
...									
56	0/097	0/170	99/842						
57	0/090	0/158	100						

According to the table above, the first four factors have eigenvalues larger than one and remain in the analysis. These factors explain for almost 61% of the variance of the indices of the organizational effectiveness components. The results of the factor analysis indicate that out of the 57 existing indices, four main components can be identified. The components identified in the table above can be seen and are based on

the literature, background, and existing theories of these components, which are Organizational commitment organizational health, Organizational Innovation and Job Satisfaction.

According to the identified factors, the final conceptual model of the research is as follows:

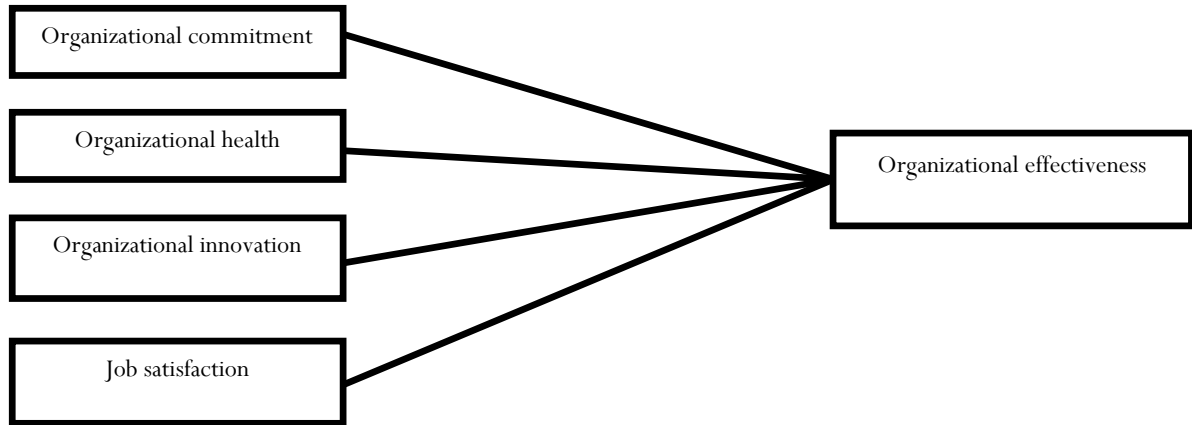


Fig 2. The final model of the identified components of organizational effectiveness.

5. Discussion

The present study aimed to identify the components of organizational effectiveness and provide a suitable model. Organizational effectiveness is one of the concepts that has received special attention in modern management. Human resource strategies should be bound to the organization's overall strategy and get to the point fruition. However, it is necessary to identify the components of organizational effectiveness, so that employees can better work to achieve this goal and improve their organization. One of the components of organizational effectiveness is organizational commitment. through all definitions of organizational commitment, there are three factors of believing in the goals and values of the organization and intense effort and a deep desire to continue membership in the organization.

Another important component addressed in this research is organizational innovation. Innovation can be considered as one of the components of organizational effectiveness. In the case of an organization such as a university, it should be acknowledged that the innovation of the university helps deal with the turbulent environment that is confronted along with the rapidly increasing complexity.

Another component of organizational effectiveness in this research is job satisfaction. When employees join the university, they bring together a set of demands, needs and experiences of the past, or in general, job expectations. The degree of employee satisfaction varies through each of these factors. For instance, a person may feel dissatisfied with his / her incomes and at the same time, he/she may be satisfied with the other factors. This makes the organizational effectiveness difficult.

In line with the findings of this study, Sharma and Bhati (2017) can be mentioned. In their research, they indicated that the three factors of organization, motivation, and empowerment have a positive and significant impact on individual choices for accommodation and adherence throughout the organization. Also in a 2017 study, Bader Al Asoufi concluded that they should recognize the importance of talent management in helping the organization growth and the strategy for protecting the environment. Tofighi et al. (2011) also found out that organizational effectiveness has a positive, direct, and significant correlation with organizational health indices through a research on organizational effectiveness and.

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