

Determination Role of Security Led Circuit in Anticipation of Organizational Performance and Organizational Commitment from Shahid Beheshti University's Employee point of view

Soleiman Esbari Mazrae Khalafi¹, Aladin Etemad Ahari²

¹ M.A, Educational Management, Faculty of Education and Psychology, Islamic Azad University, Rodehen Branch, Iran

² Faculty member of Educational Sciences Department, Faculty of Education and Psychology, Islamic Azad University, Rodehen Branch, Iran

Abstract

The aim of this study was to evaluate safety circuit leading role in predicting organizational performance and organizational commitment from the perspective of Shahid Beheshti University staff. This study was descriptive. The population of all employees Shahid Beheshti University in 2014-2015 academic year (928 N ⇒), using stratified random sampling method, 272 of them were selected and questioned. Data from three questions for a "security-based leadership" Coombe (2011), taken from the job performance questionnaire checklist performance Beyrno task, checklist Konoha underlying performance and organizational commitment Meyer and Allen (1984) were used. The validity of questionnaires with supervisors and teachers in terms educational management review and was approved. The reliability of the questionnaire using Cronbach's alpha was calculated as the 0.91, 0.83 and 0.80. For data analysis, Pearson correlation coefficient, multiple regression and t-test single group. The results showed that the security-oriented leadership, organizational commitment and organizational performance are relatively good. Security Leadership component based on organizational performance and organizational commitment had a significant role. There was also a significant relationship between organizational commitment and organizational performance.

Keywords: *circuit security leadership, organizational performance, organizational commitment, Shahid Beheshti University*

Introduction

Today's organizations easily commodities and raw materials it needs from other organizations and other countries provide the only source that is not readily tradable ideal form of human resources so that we can say that the most important investment a country's competitiveness and standard of effective human resources (Kayes et al, 2005). Studies show that substantial improvements in key organizations in the world with regard to the role of professional management staff and leadership have been achieved. While the Iranian leadership status is still low and it has the capacity to solve organizational problems using the scientific scope is not limited to (Hanifi, Vajargah, 2010). Poor efficiency and effectiveness of activities, dominance and leadership management function rather than relying on autocratic style and the structural weaknesses outlined in the management of the organization is largely dependent on the more general issues.

The chaotic complex organizations present higher education institutions or organizations in general and universities in particular can be noted. University today continues his life in the complex and rapidly to competitive intelligence, international, interdisciplinary and multidisciplinary and coherent manageable. This means that the university and its elements are faced with a host of diverse information to be organized in way properly used, for life science and quality management should be able to attract necessary funds, staff and infrastructure to compete with the rest of the class. Not only on the national scene but also in the field of regional and global, integrated management at the University of expression and presentation strategies based on the detection of trends in pay and this strategy is derived from the text of (Yamani, 2009).

Perform the duties of leadership and administration has doubled. The more complex tasks of guidance and leadership skills and is university. The emergence of new quality in university administrative and bureaucratic management style classical sense by reducing management complexity or control or guidance cannot be effective based on the (Yameni, 2009).

No doubt the changes occurring in higher education today, the complexity of role of leaders and managers of universities has increased. Perhaps the bureaucratic leadership in the lead-based security, trust, value and stimulate the creation of vision and communication with humans and circuit security leadership, in other words, is the way to deal with this complexity. These led universities today require different skills. Accordingly, and due to increasing change, organizations should create conditions to guide and lead them can be combined with models of innovative and successful enterprise. However, the effectiveness of leadership, job satisfaction and psychological security that the forces that determine the success or failure of an organization's staff and is influenced by various factors such as leadership, health and safety, job security and career advancement, fair treatment at work, employee involvement, the opportunities for risk, the level of comfort and reliability.

Circuit security leadership is clear vision of "positive" in study of leadership. Confidence, positive exploration activities combined, and it is studied. "It's a balance between providing security circuit security leadership (attachment) and encouraging risk (exploration) creates and makes creativity, learning and organizational change provides (Coombe, 2011).

On the other hand, organizational commitment, motivation is one of the most important issues on which the organization takes seriously its identity,

the organization participates and it combines the join enjoyed it. The degree of commitment to the organization is as well as the psychological and Stick. We work for organization has the following components: the values and goals of the organization, having a strong desire to join the organization and a willingness to try to stay there a lot of reasons. Why an organization should increase its members' level of organizational commitment (Mowday, 1991).

First, organizational commitment is new concept and generally differs from dependence and job satisfaction. For example, nurses may work, but they do have a friend in a hospital, in which case they are dissatisfied with the work of similar jobs in similar environments will search (Barrett, 2002). Secondly, numerous studies have shown that outcomes such as job satisfaction, organizational commitment and organizational behavior, social learning and job performance positively and negatively associated with leaving a job. As well as high performance companies, organizations and institutions and diverse due to various factors.

In this way, organizations can understand the level of commitment of its employees and changes in the factors affecting realize its goals (Saatchi 2003). Research has shown that people are more interested in and committed to the job performance of their tendency to remain in the organization is more than the absence of that, the incentive to have more work and the approval of their association with more organizational changes. In this way, organizations can understand the level of commitment of its employees and changes in the factors affecting the organization to realize its objectives. (Saatchi, 2003).

This study suggests the need for innovation that is set by the need to provide security. This study was based on leaders will be able to play the role of a safety net, in comparison with other leaders, more

effective and thereby move their organizations to become learning organizations, to be creative and productive.

According to the above-mentioned and suggests that such studies and according to the model circuit security leadership in educational organizations and in particular higher education that people are its main ingredient and engagement and leadership model which is very effective and that safety net impact on organization of learning - teaching, it is necessary and important. Given important components in recent study by Coombe (2011) discussed relationship between these factors and other important organizational variables such as leadership effectiveness, job satisfaction, psychological security, dynamism and enterprise mobility, participation and learn about the impact of the new leadership there and claim the dependent variable in different organizations and in particular the training. This study seeks to answer these questions, first there is this model of leadership in educational organizations and secondly, each of the components of this model led to what size can be used by our managers and if the use of these components, circuit security leaders predict organizational performance and organizational commitment from employee Shahid Beheshti University is involved?

Research method

The aim of this study is an applied research.

Statistical population

Statistical population consisted of all employees, including employees of the Shahid Beheshti University education, research assistant, administrative assistant, student assistant, Department of Information Technology and Communications, chaired areas (including management and academic relations and international cooperation, public Relations and Information administration, the Office of

monitoring and Evaluation, technical Office, Office of academic Affairs, the Martyrs and Veterans Affairs), Research Institute and the campus, university security and total number of 928 people in the 2014-2015 school year.

Sample size and sampling:

It should be noted that to avoid compromising the subjects, 300 questionnaires were distributed among the sample. The sample size in this study, 272 patients were considered as sufficient sample size, the sample size by Morgan and after the obtained experimental research tools. Eventually after the review and screening, 272 questionnaires to complete the required options in the questionnaire response were selected and analyzed.

Tools

1. The questionnaire-based security leadership: items 1 to 37 of the questionnaire consists of eight dimensions (factors) led by Coombe safety circuit (2011) is made. The questionnaire-based security leadership in terms of points in 8 (factors) include: (1) acceptance, (2) risk opportunities, 3. Find

potential (potential), (4) availability, (5) the use of intrinsic motivation, 6 - Listen and inquiry / investigation 7. Comfort and reliability, positive mentality, 8.measured. The questionnaire was translated and prepared for the first time this study was conducted.

2. Questionnaire organizational performance:

Questionnaire job from a checklist of the task Byrne (questions 1 to 11) and a checklist of the areas (12 to 23) is diverse, including 23 questions.

3. Organizational Commitment Questionnaire:

In order to study organizational commitment organizational commitment Meyer and Allen 1984 questionnaire used to question 1-8 affective commitment, continuous commitment of questions 9-16 and 17-24 questions related to normative commitment, and the scoring from left to the right to increase is calculated.

After the run and collect data from statistical methods such as Pearson correlation, multiple regression and t is a single group, all the above-mentioned process is performed by 20 SPSS software.

Results

Table 1. The results of the Pearson correlation matrix of the relationship between leadership and organizational performance and organizational commitment circuit security

	1	2	3	4	5	6	7	8	9	10	11
1 Acceptability	1										
2 Risk opportunities	.695**	1									
3 Find potential	.763**	.677**	1								

4	Availability	.700**	.633**	.794**	1							
5	Using the intrinsic motivation	.669**	.503**	.573**	.520**	1						
6	Review	.704**	.653**	.707**	.670**	.664**	1					
7	Comfort and reliability	.802**	.643**	.679**	.682**	.601**	.663**	1				
8	Positive mind	.491**	.460**	.291**	.290**	.676**	.522**	.513**	1			
9	Total	.894**	.806**	.858**	.833**	.779**	.856**	.860**	.623**	1		
10	Organizational Commitment	.570**	.475**	.519**	.521**	.437**	.488**	.477**	.397**	.598**	1	
11	Organizational Performance	.607**	.504**	.578**	.543**	.397**	.514**	.600**	.250**	.620**	.305**	1

According to the above table as value of r in relationship between leadership and organizational performance with the safety circuit 0.620 and 0.598 organizational commitment amount at 0.05 is significant, so the null hypothesis (no correlation between two variables) reject the premise of the study (the relationship between two variables) is approved. In other words, the leadership of security circuit organizational performance and organizational commitment directly and there is a positive correlation. The circuit security and leadership in the organization is more appropriate, on desirability of organizational performance and

organizational commitment of the sample is added, and vice versa. It's, on desirability of organizational performance and organizational commitment of sample is added, and vice versa. It should be noted that in all cases the safety circuit component of leadership and organizational commitment and organizational performance directly and there is positive correlation. This means that security-oriented leadership in organization is more in components mentioned on the desirability of organizational performance and organizational commitment of the sample is added, and vice versa.

Table 2. The results of multiple regression analysis of the components of leadership, organizational performance based security

Model	Index	df	Sum of Square	Mean of Square	F	Sig.
1	Regression	8	50.784	6.348	25.671	0.001
	Residual	263	65.037	.247		
	Total	271	115.821			

The results of regression analysis above table shows components of leadership on organizational performance regression-based security, statistically significant, and these components are part of variance in organizational performance explains. In

other words, this result indicates that significant regression coefficients. In other words components of circuit security leadership is with organizational performance statistically significant relationship.

Table 3. results of multiple regression coefficients components of leadership on organizational performance based security

Dependent Variable	Independent Variable	Coefficients,				
		B	nonstandard error	Beta	t	sig
Organizational Performance Leadership component circuit security	Fixed effect	1.227	.205		5.996	.000
	Acceptability	.225	.097	.224	2.329	.021
	Risk	.065	.077	.061	.836	.404
	Find potential	.108	.079	.129	1.375	.170
	Availability	.036	.065	.045	.546	.586
	Using the	-.048	.096	-.040	-.504	.615
	Listening and	.086	.076	.090	1.131	.259
	Comfort and	.261	.078	.280	3.336	.001
	Positive mind	-.110	.076	-.102	-1.438	.152
	1	R	0.662		R ²	

According to R² in the above table, we can conclude that the leadership of the security components based on the model presented in about 43.8 percent of the variance in organizational performance explains. Beta value indicates the amount of explained variance of the model presented is among the criteria. According to table, beta coefficient per unit change in the variance component of peace and security leadership

reliability of components based on size of 0.280. The variance is the change in organizational performance. Acceptance criteria to measure organizational performance score of 0.224 in explaining the variance is significant. In this model, other component of circuit security leadership role in explaining the variance in organizational performance is significant.

Table 4. The results of multivariate regression analysis and organizational commitment of the leadership of the security circuit

Index	Sum of Square	df	Mean of Square	F	Sig.	
1	Regression	39.886	8	4.986	20.670	0.000
	Residual	63.435	263	.241		
	Total	103.321	271			

There is a significant regression coefficients. In other words, the components of circuit security leadership with organizational commitment statistically significant relationship and these components are part of the variance in organizational commitment explain other words,

this result indicates that significant regression coefficients. In other words, components of circuit security leadership with organizational commitment have statistically significant relationship.

Table 5. The results of multiple regression coefficients organizational commitment of the leadership component-based security

Dependent Variable	Independent Variable	Coefficients, nonstandard error		Beta		
Organizational commitment	Leadership component circuit security	B	Coefficients, nonstandard	t	Sig.	
	Fixed effect	1.051	.202	5.198	.000	
	Acceptability	.306	.095	.322	3.213	.001
	Risk	.022	.077	.022	.289	.773
	opportunities					
	Find potential	.097	.078	.122	1.245	.214
	Availability	.168	.064	.224	2.607	.010
	Using the intrinsic	-.080	.095	-.069	-.845	.399
	Listening and	.012	.075	.013	.162	.871
	inquiry / Comfort and	-.101	.077	-.115	-1.310	.191
	Positive mind	.231	.075	.227	3.065	.002
1	R	0.621		R ²	0.386	

According to R² in the above table, we can conclude that the leadership of the security components based on model presented in about 38.6 percent of the variance in organizational commitment explains. Beta value indicates the amount of explained variance of model presented is among criteria. According to governor of beta coefficients and explains most of components of the organizational commitment and acceptance of security leadership is based; so that with each

change in variance component acceptance of security leading to circuit 0.322. The variance is change in organizational commitment. Positive mentality components as 0.327 and component of availability as 0.324 has significant role in explaining the variance in organizational commitment. In this model, other components have no significant role in explaining the variance in organizational commitment yet.

Discussion and conclusion

The process of leadership effects on behavior of members of organization to assist and guide the organizational duties (Choen, 2007). The primary task of leadership changes and moves (Cheung & Tang, 2009). Leader decisions are based on needs and requirements of the environment (Guy, 2007). Including leadership skills such as communication, negotiation, problem solving, change management and training and be seen. Including leadership roles, including arbitrage, procurement and supply of goals, planning, sample, to accelerate, applause is (Ortega, 2010). Security-oriented leadership style has similarities with the style of policy-oriented and participatory. In other words, circuit security leader prefers that, as far as possible to persuade and motivate people to act and at the same time encourages participation in decision-making, policies and procedures set for wide areas of limited or invites. He does this through the creation of opportunities and risks and others see the potential for intrinsic motivation and positive mindset does. This feature empowers him in the field.

Security led the circuit can be compared with the new theories of leadership. Including security leader said circuit as a pragmatic leader who has vision (positive mentality) where exceptional and brighter others to do the challenge and try to put

The source also seen changes, as well as vision and clear sense of leadership and ability motivate and in people grind through the use of intrinsic motivation, opportunity, risk and positive mentality.

Circuit security leader like transformational leadership potential through observation and inspire followers to do the work in their internal and turn threats into opportunities an organization through which employees have the opportunity to

train and provide field staff empowerment. In fact, empowerment means helping others to grow and tasks, sharing of responsibilities and assignment of tasks are really challenging.

Here the psychological needs and regular employees will be given without the expectation of something contrary to what the leadership style exchange and as a servant leader for the organization provides professional partnership. According to attachment theory, Adult Attachment as the tendency of a person to search and protect the safety and security of its proximity to those who provide physical and psychological (Popper & Maysel, 2007). Karseminal raised acknowledges that adult reactions to knock their bonds include: protest, despair, resignation, integration is (Politis, 2007). Attachment behavior as a natural response to any stress or insecurity described.

Bowlby describes understanding in two systems: attachment system (security) including attachment behaviors that a person has to be careful (of his safe base) and explore the approaching system includes behaviors that reduce safety net and a safety net role in mediating between the two systems. Safety net role help people to be successful-stained dynamic interplay attachment systems (safety) and manage exploration. This is role that leadership of the security circuit security through acceptance, support, accessibility, see the potential, safety and reliability and to listen and inquire / investigate and make a search with an emphasis on growth, development and potential by providing the opportunities, risks, intrinsic motivation and positive thinking to create a balance between these two systems. Four adult attachment styles have been identified, including: secure attachment, insecure attachment styles, including styles that preoccupied, abandoned, distressed - is avoidance. According to the definitions of these styles can be

stated that the leader should have secure attachment is safe circuit because such person has positive view of self and others, and has close relations with the family. The availability of others when dealing with stressful situations when they and external confidence. These different methods deal with problems and conflicts in their lives and fear less abandoned by others. According to Hazan & Shaver (1990), they have a relatively high level of job satisfaction than job security, co-workers, income and opportunities for challenges and progress.

Rousseau(2010) showed that psychological security as a shared belief among members pointed to risks that team members how they feel. In fact, work teams or functional groups that come out of the organization, membership of which is clearly defined and responsibility in tasks, services, and cases such as these clearly defined. So if Joe played with confidence and mutual respect between people, it is their own team members to create environment that is comfortable and nice to questions, criticisms and comments made. Ross and Jones (2008) found that safe and trusted environment conducive to creativity and participation of team members will be more innovative and efficient performance more will follow.

Fernandez et al. (2002) in his research on trust, psychological security for major change process have to trust the other hand, considered part of the psychological security. *Edmondson*(1999) in their study showed that mental security, operational behavior and facilitate learning in work teams, as concerns over the potential for confusion as the reactions of others, threatening to reduce the learning behavior. Smith (2004) concluded that personality manager linked with that of subordinates. High levels of agreeableness, emotional stability and extraversion managers and

subordinates lower levels of consciousness to the satisfaction of managers, overall satisfaction, affective commitment, leaving subordinates on the job.

In explaining the results, we can say that one of the requirements for effectiveness undeniable leadership activities, development and motivation of employees, especially internal motivation. Since in-circuit security leadership concepts and values such as valuation, acceptance and appreciation of appropriate personnel to create safe working environment, respect for the intrinsic value of man and his emphasis on the development of a positive way, the attention. Therefore, it seems that this behavior is likely to lead to same result, an increase in sense of respect, trust and mutual appreciation of organizational leaders and other employees and crystallization circuit components can be expected to return security leaders believe the leader and increase his effectiveness.

The significant leadership role based security, organizational commitment and organizational performance based on perspective Coombe (2011), who believes that results of circuit can cause security leadership, creativity, innovation, learning and organizational development. Thus, it is suggested that future studies to investigate the impact of security leadership should be based on recent data. Also, since the study questionnaire was used for data collection, so results are comparable to other studies that have used other tools such as interviews and observation is not in such cases should be cautious.

References

- [1] Barrett, R. (2003). Culture and consciousness: Measuring spirituality in the workplace by mapping values. In R. A. Giacalone, & C. L. Jurkiewicz (Eds.), *Handbook of workplace spirituality and organizational performance*, (pp. 345-366). New York: M. E. Sharp.

- [2] Cheung, F. & Tang, C. (2009), "Quality of work life as a mediator between emotional labor and work family interference", *J Bus Psychol*, No. 24, pp. 245-255
- [3] Choen, A. (2007). Commitment before and after: An evaluation and reconceptualization of organizational commitment. *Human Resource Management Review*, 17, 336-354.
- [4] Edmondson, A. (1999). Psychological safety and learning behavior in work teams. *Administrative Science Quarterly*; 44(2), 350-383.
- [5] Guy, K.H.(2007).Experiential learning spaces: hermetic transformational leadership for psychological safety, consciousness development and math anxiety related inferiority complex depotentiation, (Doctoral Dissertation). CASE Western Reserve University.
- [6] Haneefi,F, Vajargah S. (2010) Assessment of obstacles leadership role of school administrators in Tehran. *Journal of Educational Management: Spring 1389*, Volume 1, Number 3; 49-70.
- [7] Hazan, C.,& Shaver,P.(1987). Romantic love conceptualize as an attachment process. *Journal of personality and social psychology*,52, 511-524.
- [8] Kayes, A., Kayes, D. Christopher & Kolb, David A.(2005).Experiential learning in teams. *The Journal of Simulation & Gaming*, 36(330), 330-354.
- [9] Mowday, R. T.(1991). Equity theory prediction of behavior in organization. In R.M. Steers., & L.W. Porter (Eds.) *Motivation and work behavior*. NewYork: McGraw-Hill.
- [10] Ortega, A, S.M., M.; Gil, F.& Rico, R..(2010). Team Learning and Effectiveness in Virtual Project Teams: The Role of Beliefs about Interpersonal Context. *The Spanish Journal of Psychology*,13(1), 267-276.
- [11] Politis, J. D. (2006). Self-leadership behavioral focused strategies and team performance: The mediating influence of job satisfaction. *Leadership & Organizational Development Journal*, 27 (3), 203-216.
- [12] Popper, M. & Mayseless O. (2009).The building blocks of leader development – Apsychological conceptual framework. *Leadership & Organization Development Journal*,. 7, 664-684.
- [13] Rousseau,V.(2010).Team Self-Managing Behaviors and Team Effectiveness: The Moderating Effect of Task Routineness, *Group Organization Management*, 35(6): 751-781.
- [14] Saatchi, M. (1382). Human factors and barriers to productivity from the perspective of the managers of the Social Security Act. *Journal of Management Studies*, No. 37 and 38.
- [15] Yamani, M. (1388). New approaches and perspectives in higher education. Tehran:SAMT