

The mediating role of job passion in the relationship between pure professional development of managers and organizational excellence

*Sirous Hadadnia**^۱

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Abstract

The purpose of this research was to investigate the relationship between pure professional development of managers and organizational excellence with the mediating role of job passion from the perspective of secondary school principals in the ۷nd district of Shiraz. The study population included all the principals of secondary schools in the ۷nd district of Shiraz in the number of ۱۸۵ people, according to the Morgan table, the statistical sample size was ۱۲۷ people. In order to collect data, three questionnaires of Askari's organizational excellence (۲۰۰۴), pure professional development of managers by Haj Khozaimah et al. (۲۰۲۳) and job passion of Salvanava and Shoufeli (۲۰۰۱) were used. Applied, descriptive and correlational research methods were used in the research method. Cronbach's alpha coefficient of three questionnaires was ۰/۷۹, ۰/۸۲ & ۰/۹۰ respectively. To analyze the data from this research, descriptive statistics (mean - standard deviation - skewness and kurtosis) and inferential statistics (Pearson's correlation and path analysis method) were used by SPSS and AMOSS software. The results showed that there is a positive and significant relationship between job passion, pure professional development of managers and organizational excellence. also; was The mediating role of job passion in the relationship between pure professional development of managers and organizational excellence confirmed.

Key Words: pure professional development of managers, job passion, organizational excellence.

^۱. Assistant Professor, Nourabad Mamasani Branch, IslamicAzd University, Nourabad.

*. Mamasani, Iran. S_hadadnia@yahoo.com

Introduction

One of the educational institutions that are considered as the most important institutions in any society is the education organization, which is responsible for the education of people and the source of extensive social, political, economic, cultural changes, etc., which without a doubt The progress and excellence of societies depends on having dynamic and effective education. For this reason, addressing its issues and trying to identify and strengthen the key elements that are effective in its success or failure are among the duties of researchers and thinkers (Akradi et al., ۲۰۲۲). The growth and improvement of the level of the organization in all dimensions, obtaining the satisfaction of clients, employees and other stakeholders, creating a balance between the demands and expectations of all stakeholders and ensuring the success of the organization in the long term are called organizational excellence (European Foundation for Quality Management, ۲۰۱۷). The model of organizational excellence by portraying a superior organization makes it possible for organizations to test their excellence by comparing themselves with this model and through learning, innovation and continuous improvement, to review the current situation and plan for improvement. take care The organizational excellence model is a management structure that provides the basis for progress and improvement of the organization by relying on basic principles and concepts and paying attention to the main criteria of comprehensive quality management and self-evaluation system. This model is a tool for measuring the level of deployment of systems in the organization and a guide that identifies and determines the path of managers' activities to improve performance (Faqih et al., ۲۰۱۷).

Organizational excellence model has ۹ criteria. Its ۵ criteria are enablers and the other ۴ criteria are results. Enablers: include leadership, employee policy and strategy, partnerships and resources, processes. Results: include customer results, employee results, community results, key performance results. "Enabler" measures cover what an organization does and "outcome" measures cover what an organization achieves or should achieve. "Results" improve (Kelfjo et al., ۲۰۱۸). In order to achieve organizational excellence, infrastructures such as pure professional development of managers and job passion are needed and are addressed in this study. The advances in science and technology challenge the skills and abilities of managers of organizations, and to face these rapid changes, managers' abilities must be restructured based on a new and organized program; Therefore, in a continuously changing environment, successful management is impossible without continuous professional development of managers (Vitala, ۲۰۲۲). Also, the implementation of the lean approach leads to the continuous elimination of waste and the provision of high-quality and low-cost services in holding professional development courses for managers (Radnor and Boosi, ۲۰۲۱).

passion for work is characterized by high levels of energy, mental flexibility when working, eagerness to invest and resilience in the face of problems. Passion in work refers to a person's deep focus on work and difficulty separating from work, passing time quickly and forgetting all the surrounding

things while doing work, and being devoted to the perception of a meaningful feeling of doing work, having a sense of passion and pride. It describes doing work and feeling challenging. Job passion is a concept that has a positive and direct relationship with positive outcomes such as job performance, strengthening organizational civic behaviors, and job satisfaction, and has a negative relationship with the intention to leave the job. According to Bakr et al.'s (۲۰۱۷) research, enthusiastic employees are completely fascinated by their jobs and perform their job tasks in a favorable manner and are creative and innovative in their jobs (Krimian and Moradi, ۲۰۱۶).

In a study by Hafer and Nayo (۲۰۲۴), showed that the application of lean principles provides an opportunity to improve the management of higher education institutions. As a result of this study, This requires the commitment of senior university managers to convince all stakeholders that pure culture can adapt these institutions to changing environments. Haj Khozaimah et al. (۲۰۲۳), he tried to provide a model of professional development of managers of educational groups in universities and higher education institutions based on the lean approach. As a result of this study, five main components (pure leadership/management skills, pure scholarly skills, pure research skills, pure behavioral skills, and pure personal skills) were identified and discovered for the professional development model of managers of teaching groups in universities and higher education institutions based on the pure approach. Also, Taji and Mehdad (۲۰۲۲), in a research, predicted the perception of self-efficacy and job passion through career advancement and perception of organizational support. The results of Pearson's correlation analysis showed that between career advancement and job passion and self-efficacy; There is a positive and significant correlation between the perception of organizational support and job passion and self-efficacy. Nowrozi (۲۰۱۷), in a study, has investigated the relationship between job passion, professional ethics and organizational excellence in Shiraz Tax Administration. The results of this study have shown that there is a positive and significant relationship between job passion, professional ethics and organizational excellence. Soltani (۲۰۱۶), in a study investigated the role of professional ethics in strengthening the job passion of employees. The results of this study have shown that by improving the level of professional ethics in employees, job passion is strengthened and causes improvement of organizational performance.

Zahidbablan et al. (۲۰۲۱), in a study investigating the role of managers' professional ethics in organizational excellence; Through mediation, they paid for their passion for a job. The relationships between the variables and constructs were significant and the structural relationships of the variables exceeded the significance value of the five percent error level of ۰,۰۵. The analysis of the findings of the structural part of the model shows that professional ethics, with its high correlation coefficients with other variables, can be considered an effective and powerful factor for raising them in the organization. Carvalho et al. (۲۰۲۳), in a study, investigated the relationship between job passion, organizational culture, and organizational operational excellence. The results of the correlation matrix show that there is a significant

relationship between job passion, organizational culture, and organizational operational excellence, and a better understanding of this relationship leads to greater organizational success. Boqais et al. (۲۰۲۲), in a study investigated the role of professional development and knowledge management in achieving organizational excellence in Bahrain.

The results show that professional development and knowledge management have been significant in achieving organizational excellence in Bahrain. In a study, Lilly and Homa (۲۰۲۱) examined the relationship between job passion and organizational excellence in higher education. The test results showed that there is a positive and significant relationship between job passion and organizational excellence in educational institutions. David (۲۰۲۰), in a study investigated the relationship between the professional development of managers and organizational excellence with the mediating role of employees' job belonging. The results of the structural equations in this study have shown that the professional development and job affiliation of managers have a positive and direct effect on organizational excellence. The mediating role of employees' occupational belonging on the relationship between managers' professional development and organizational excellence has been confirmed. Jamal and Al-Qadir (۲۰۲۲), in a research, analyzed and modeled the relationship between managerial skills, job satisfaction and organizational excellence in Saudi Arabia. The results of the path analysis test in this study showed that the desired model is well fitted and a significant relationship between the variables of managerial skills, job satisfaction and organizational excellence has been established.

Considering that education and training are among the most important scientific institutions in the way of education and training of students, these organizations should always step on the path of excellence and be among the superior organizations in the competitive environment. According to the issues raised, the excellence of the organization of education managers and employees, especially in smaller cities such as the ۲nd district of Shiraz which is still far from the development standards, can help the authorities in mobilizing the field of science and education. The purpose of this study is to examine the relationship between the pure professional development of managers and organizational excellence with the mediating role of job passion from the perspective of school managers in the ۲nd district of Shiraz, and the main problem of the research is presented as follows:

Is there a significant relationship between pure professional development of managers and organizational excellence with the mediating role of job passion of managers of secondary schools in the ۲nd district of Shiraz?

Research question

Is there a significant relationship between pure professional development of managers and organizational excellence with the mediating role of job passion of managers of secondary schools in the ۲nd district of Shiraz?

Methodology

The implementation method of this research is descriptive and the research design is a correlational design. The present research is practical from the point of view of the objective, the statistical population in the present study was all the principals of the 5th district of Shiraz. According to the available information, the total number of the statistical population in this research is 180 people. According to Morgan's table, the statistical sample size was considered to be about 127 people. Considering that both male and female managers will be studied in this study, therefore, stratified random sampling was used. In this research, library and field methods are used to collect information. Library information collection tools: The researcher has reviewed books, magazines, these and other documents available in specialized libraries to collect information in the field of theoretical foundations and literature, and also used available and available information and data. became. In this study, three questionnaires of organizational excellence, Askari (2013), which was designed based on the Deming model, and the pure professional development questionnaire of managers, Haj Khozaimeh et al. became. In order to obtain the credibility and determine the validity of the questionnaire, the content validity method was used and it was obtained after several stages of modification and revision using the opinion of experts and also past researches. and to measure the reliability of Cronbach's alpha coefficient which is 0.79, 0.82 & 0.90 is, was used. To analyze the data obtained from this research, descriptive statistics (mean - standard deviation - skewness and kurtosis) and inferential statistics (Pearson's correlation and path analysis method) were used by SPSS and AMOSS software.

Research Findings

Descriptive statistics of pure professional development variables of managers, job passion and organizational excellence are shown in Table No. 1. As can be seen, the mean and standard deviation of pure professional development of managers are 3.89 and 0.72, job passion is 3.08 and 0.51, and organizational excellence is 3.76 and 0.27. Is.

Table 1: Descriptive statistics of research variables

Variable	mean	standard deviation	minimum score	maximum score	number
Pure professional development of managers	3/89	0/72	1	0	127
Career passion	3/08	0/51	1	0	127
Organizational Excellence	3/76	0/27	1	0	127

Pearson correlation test was used to analyze the first question. The results of this analysis are presented in Table 2.

Table ۲: Pearson correlation test to check the first hypothesis

Independent variable	dependent variable	correlation level	significance level
Pure professional development of managers	Organizational Excellence	۰/۰۲	۰/۰۰۱
Lean management skills		۰/۰۴۷	۰/۰۰۲
Pure academic skills	Organizational	۰/۰۰۱	۰/۰۰۱
Pure behavioral skills	Excellence	۰/۰۰۳	۰/۰۰۳
Pure personal skills		۰/۰۰۳	۰/۰۰۱

Table ۲ shows the Pearson correlation coefficient to examine the relationship between managers' pure professional development variables and organizational excellence. As can be seen, the Pearson correlation coefficient between the pure professional development variables of managers and organizational excellence is $R=۰,۰۲$, which is statistically significant ($P<۰,۰۱$). Also, the correlation coefficient of the dimensions of pure management skills, pure scientific skills, pure behavioral skills and pure personal skills with organizational excellence were obtained as $۰,۰۴۷$, $۰,۰۰۱$, $۰,۰۰۳$ and $۰,۰۰۳$ respectively. which is statistically significant ($P<۰,۰۱$).

Pearson's correlation test was used to analyze the hypothesis (there is a significant relationship between job passion and organizational excellence of school principals in the ۲nd district of Shiraz). The results of this analysis are presented in Table ۳.

Table ۳, Pearson's correlation test to investigate the relationship between job passion and organizational excellence

Independent variable	dependent variable	correlation level	significance level
Career passion	Organizational Excellence	۰/۰۴۲	۰/۰۰۱
strength		۰/۰۴۴	۰/۰۰۲
self-dedication	Organizational Excellence	۰/۰۳۹	۰/۰۰۱
attraction		۰/۰۴۰	۰/۰۰۱

Table ۳ shows Pearson's correlation coefficient to examine the relationship between variables of job passion and organizational excellence. As can be seen, Pearson's correlation coefficient between variables of job passion and organizational excellence is $R=۰,۰۴۲$, which is statistically significant ($P<۰,۰۱$). Also, the correlation coefficient of the dimensions of strength, self-devotion and absorption with organizational excellence was obtained as $۰,۰۴۴$, $۰,۰۳۹$ and $۰,۰۴۰$, respectively, which is statistically significant ($P<۰,۰۱$).

Pearson's correlation test was used to analyze the hypothesis (there is a significant relationship between pure professional development of managers and job passion of school managers in the ۲nd district of Shiraz). The results of this analysis are presented in Table ۴.

Table ۴, Pearson correlation test to check the third hypothesis

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Independent variable	dependent variable	correlation level	significance level
Pure professional development of managers	Career passion	•/••	•/••
Lean management skills		•/••	•/••
Pure academic skills	Career passion	•/••	•/••
Pure behavioral skills		•/••	•/••
Pure personal skills		•/••	•/••

Table 4 shows the Pearson correlation coefficient to examine the relationship between managers' pure professional development variables and job passion. As can be seen, the Pearson correlation coefficient between managers' pure professional develop

ment variables and job passion is $R=0.08$, which is statistically significant ($P<0.01$). Also, the correlation coefficient of the dimensions of pure management skills, pure scientific skills, pure behavioral skills and pure personal skills with job passion were obtained as 0.61, 0.00, 0.08 and 0.09, respectively. Which is statistically significant ($P<0.01$).

In order to determine the mediating role of job passion in the relationship between pure professional development of managers and organizational excellence, structural model and AMOOS software have been used. The concepts of a structural model are best explained through a path diagram, which reveals possible causal relationships between variables. To form the path diagram, two types of variables must be defined: 1) Exogenous (independent) variable, which in this analysis is pure professional development of managers. 2) Endogenous (dependent) variables in this analysis are job passion and organizational excellence. The proposed diagram for the structural model is as follows:

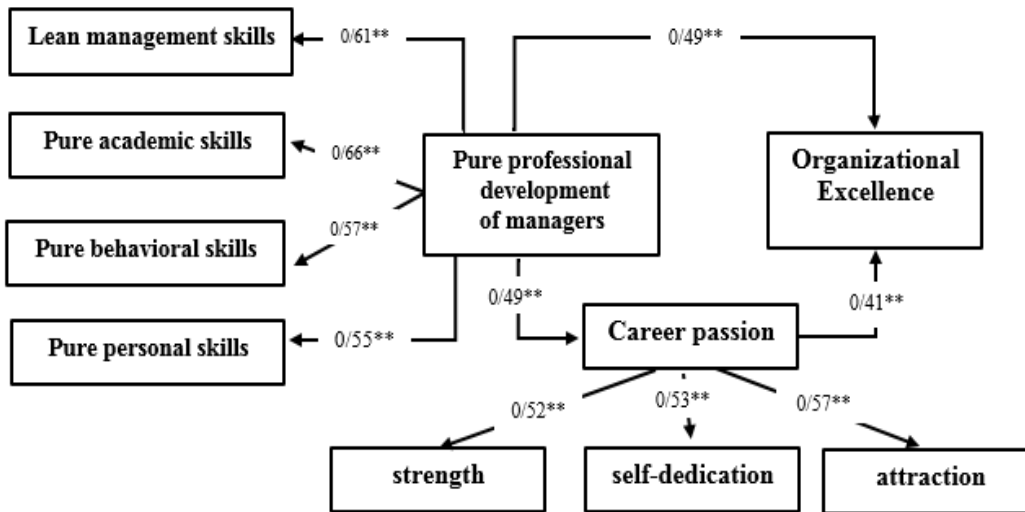


Figure 1: Validated proposed structural model

Model fit indices: AGFI=0.91, GFI=0.92, NFI=0.94, RMSEA=0.057, $\chi^2/df=1.61$

According to the model fit indices that are within the expected range, the final model is well fitted and approved.

Figure 1 shows the finalized structural model of the mediating role of job passion in the relationship between managers' pure professional development and organizational excellence. Table 2 shows the direct and indirect coefficients for each path.

Table 2: Standardized and unstandardized beta coefficients of path analysis

Paths	direct effect	indirect effect	critical value of	significance
Pure professional development of managers to organizational excellence	0/49	0/49	1.61	0.001
Pure professional development of managers to job passion	0/66	-	1.61	0.001
Career passion for organizational excellence	0/41	-	1.61	0.001

As shown in Table 6, the value of the beta coefficient of the pure professional development path of managers to organizational excellence ($\beta = 0.49$), the path of pure professional development of managers in job passion ($\beta = 0.66$) and passion path Career to organizational excellence ($\beta = 0.41$) has been obtained, all paths are statistically significant ($P < 0.01$). Also, the indirect effect of pure professional development of managers through job passion on organizational excellence is 0.229 and this confirms the mediating role of job passion on the relationship between pure professional development of managers and organizational excellence.

Discussion and conclusion

The results of the hypothesis "there is a significant relationship between pure professional development of managers and organizational excellence of managers". It shows that school principals improve pure management skills (visual management, change management, conflict management and talent management), pure scientific skills (scientific diplomacy, knowledge management, etc.), pure behavioral skills (psychological skills positive, consulting skill, communication skill and ethical skill in the group) and pure individual skills (social intelligence, spiritual intelligence, interpersonal intelligence and technological skill), can show better performance in performing assigned tasks and by improving individual performance improve the excellence of the organization. The results of this hypothesis are consistent with the theoretical foundations of the research and the results of other researches, including Haj Khuzimeh et al. (2014), Soltani (2016), Boqais et al.

The results of the hypothesis "There is a significant relationship between job passion and organizational excellence of managers" showed that enthusiastic employees are completely fascinated by their jobs and perform their job tasks in a favorable manner and are creative and innovative in their jobs. generally; Enthusiastic employees with high levels of energy, mental flexibility when working, resistance in facing problems, with deep concentration towards work and difficulty to be separated from work, with the perception of a meaningful feeling of doing work, having a sense of passion and pride in doing work. Work and the feeling of challenging work, are immersed in performing tasks and cause organizational excellence. The results of this hypothesis are consistent with the theoretical foundations of the research and the results of other researches, including Taji and Mehdad (2016), Nowrozi (2017), Carvalho et al. (2013), and Lilly and Homa (2011).

The results of the hypothesis "There is a significant relationship between managers' pure professional development and job passion" indicate that managers' achievement of a suitable level of pure management skills, pure scholarly skills, pure behavioral skills and pure personal skills leads to understanding get better from their duties and become immersed in their jobs and perform their duties with a higher job passion. The results of this hypothesis are consistent with the theoretical foundations of the research and the results of other researches, including Zahidbablan et al. (2010) and Nowrozi (2017).

The results of the hypothesis "there is a significant relationship between pure professional development of managers and organizational excellence with the mediating role of job passion". They said that job passion is a word for pure professional development of managers in promoting organizational excellence. The results of this hypothesis are in line with the results of other studies such as Taji and Mehdad (۲۰۱۹), Carvalho et al. (۲۰۲۳) and Lilly and Homa (۲۰۲۱).

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