A study on effect of organizational culture on staffs’ organizational commitment in Scientific & Industrial Organization of Iran

Akram Fasihi Azar  
MSc at public administration, Islamic Azad University Central Tehran Branch Iran

Dr. Mina Jamshidi Avanki*  
Assistant professor, Islamic Azad University Central Tehran Branch, Iran  
*Corresponding Author: Min.jamshidi@iauctb.ac.ir

Abstract

The main purpose of the present research is to determine the extent to which organizational culture affects staffs’ organizational commitment in Scientific & Industrial Organization of Iran. The secondary aims of research include determination of effective organizational culture components in organizational commitment, determination of the extent to which each of components of organizational culture affects organizational commitment, prioritization of organizational culture components. Survey has been used as the research method in the present research. Data have been collected using stepwise method via questionnaire. The statistical population consists of the staffs working in Scientific & Industrial Organization of Iran. The statistical population equals to 421 individuals among which the sample group has been selected via simple random sampling based on alpha(0.05). Data have been analyzed via software SPSS19 at descriptive and inferential statistics. The results from hypotheses analysis indicated that the major hypothesis concerning effect of organizational culture on staffs’ commitment was confirmed; further the first secondary hypothesis concerning effect of organizational culture on staffs’ affective commitment was confirmed.

Keywords: organizational culture, organizational commitment, staffs.
Introduction

The current era is a period of accelerating change and unpredictable. The current status of management in our society reflects an imbalance between the complexity in the organizations and the organizations’ inability to cope with the changes. To cope with environmental threats and utilize the probable opportunities, the organizations should recognize their internal capacities and abilities so as to enhance their strengths and improve their deficiencies. However complexity of the management problems on one hand and human nature of organizations and complexity of staffs’ behaviors on the other hand have made difficult to detect weaknesses, but benefit from the most important and secure means in this process to detect the problems in the organization and manage representing suitable solutions is an optimum solution (Rahi et al. 2013, p. 200). In today’s competitive world, human resources has been considered as the most important asset in any organization, so that the managers have believed that development of human resources is a quick way which can assist the organizations to achieve their aims. At the current age, what makes overtaking organizations from each other is not only the use of new technologies but also enhancement of self-confidence and the extent to which the staffs are committed to organizational aims. Now the situation has turned to this fact that having energetic and creative staffs as committed human capital accounts for the most important organizational resource (Rezaei, 2013, p. 196). An attempt to detect organizational culture has been of great importance at recent decades which analysis of organizational culture has allocated to one of the most important research sections in organizational behavior. Some scholars in the field of management and organization search huge progress of a number of successful organizations and companies in their culture. Organizational culture such as decision making issue has turned to a common issue in all the studies on the management. On the other hand, with regard to the irreparable costs of leaving organization by the talented staffs, detection of factors affecting manpower retention is of great importance. The studies on overview of the relationship between organizational culture and organizational commitment indicate effect of organizational culture on organizational commitment within organizations. Effect of organizational culture on organizational commitment refers to an issue which has been drawn into attention in recent decades, so that this statement has been proposed in the literature review of the associated topics that culture differentiates successful and unsuccessful organizations. In other words, substantial success of successful organizations has led in strong intangible factors, their organizational culture, values and staffs’ beliefs. Despite such statement, few studies have examined this subject with necessary accuracy, thus this requires more explorations (Ziaei et al. 2011, p. 51). Numerous studies have shown that organizational culture can affect attitude, feelings, interactions and performance of members of organization as well as a wide range of personal and organizational problems such as staffs’ organizational commitment, loyalty and satisfaction. Ricardo and Julie (1997) have specified 8 dimensions of organizational culture which associate to organizational excellence, including communication, development and education, bonuses, effective decision making, risk taking for innovation and creativity, group work, fairness and cohesion in management practices. It seems that each of these dimensions can affect the extent of organizational commitment in staffs. Organizational commitment as an attitude implies the
ability to detect individuals in a specific organization and the extent to which they involve in the organization; this definition has proposed a major approach to study organizational commitment, assumed as the most favorable definition for organizational commitment. The individuals with high organizational commitment continue working in the organization with desire, because they love their work (Mohammadreza Maleki et al. 2006). Organizational culture refers to the lifestyle of an organization; since the leading source of any organization is their human resource, individuals’ performance within the organization is of great importance. On the other hand, no organization can succeed unless the members and staffs of organization adhere to it and make effort to achieve organizational aims. Individuals’ commitment and adherence to the organization refer to the factors required for the organizations to achieve their aims. Therefore, organizational commitment refers to a behavioral-attitudinal relationship between aims and missions of organization. Organizational commitment accounts for the attitude manifestations and derives from person’s value system (Mohammad Sadegh Ziaei et al. 2011).

Literature review

The studies on this subject include:
- Mrs Maryam Haji Babaei has conducted her thesis entitled “effect of organizational culture on organizational commitment in the staffs working in Asia Insurance Company” in the faculty of administrative sciences and business management in the university of Tehran during 1998.
- Mr Mahdi Mohammad pour has conducted his thesis entitled “a study on the relationship between organizational culture and staffs’ performance in two companies Pars Ghou & Margarin” in higher education and research institutions during 2004.
- Nahid Saghafi conducted her master thesis entitled “a study on the relationship between organizational culture and staffs’ job commitment within social security organization” in the faculty of management in university of Tehran during 2006.
- Mr Reza Imani Delshad conducted his thesis entitled “a study on the relationship between organizational culture and organizational commitment among staffs within Iran Dairy Industries Co.” in university of Shahid Beheshti during 2006.
- Mr Mohammad Sadegh Ziaei, Taher Roshandel Arbataei & Abbas Nargesian conducted a study entitled “the relationship between organizational culture and organizational commitment among the staffs working in libraries of university of Tehran based on Denison organizational culture model” which is published in journal of Accounting Research.
- Fariborz Rahim nia, Ahmadreza Karimi Mazidi, Ghasem Islami(2011) conducted a study entitled “effect of learning culture on staffs’ learning at work environment by means of psychological empowerment and management effectiveness” and published it in the journal of management improvement.
Ibrahim Kheradmand & Dr Fatah Nazem conducted an article entitled “a study on the relationship between organizational culture and staffs’ performance in Islamic Azad university-North Tehran branch” which is published in the journal of beyond management, issue 12, 2010.

-an article entitled “features of organizational culture with the approach to manpower improvement (case study: Tabriz Auto parts Industry)” has been published in Journal of Cultural Research, No. 8, 2009.

-Bita Tabatabaei Amid & Mohammadreza Abu jafari conducted a research entitled “impact of Hofstede's Cultural attitudes on organization culture in Payame Noor University Of GOLESTAN”

-a study entitled “the relationship between organizational culture and organizational commitment in banking ministry of Lebanon” by Dirania and a study entitled “a study on role of organizational culture in organizational commitment in a service company in Greece” by Ginkgo (2011) indicated that there is a positive significant relationship between these two variables, deduced that an enriched organizational culture is constructive to create an organization with committed staffs.

-Sadhu (2011) conducted a research entitled “impact of organizational culture and job involvement on organizational commitment” among the staffs in public and private banks in India. The finding of this research indicated a positive impact of organizational culture and job involvement on organizational commitment.

- Luke Crawford (2004) conducted a research entitled “impact of organizational culture and leadership style on job satisfaction and commitment”. This research was conducted on Middle and senior level managers of companies in Australia and Hong Kong. The researchers discovered huge differences among Australian and Hong Kong samples concerning organizational culture, job satisfaction and commitment, but the results indicated that supportive organizational culture had resulted in positive impacts on job satisfaction and commitment.

Sikorska(2005) knew organizational culture and job satisfaction as a good predictor for organizational commitment.

**Aims of research**

-the main purpose of the present research is to determine the extent to which organizational culture affects organizational commitment among staffs in Scientific & Industrial Organization of Iran.

Secondary aims of research include:

1-determine effective organizational culture components in organizational commitment
2-determine the extent to which each of organizational culture components affects organizational commitment

3- Prioritize organizational culture components

The research model
The conceptual model of research is as follow:
Conceptual model of research

In this regards, the research hypotheses are as follows:
The major research hypothesis: organizational culture affects staffs’ commitment in Scientific & Industrial Organization of Iran.
Secondary research hypotheses:
1- Organizational culture affects staffs’ affective commitment.
2- Organizational culture affects staffs’ continuous commitment.
3- Organizational culture affects staffs’ normative commitment.

Methodology
Survey has been considered as the research method in the present research. In this research, the statistical population (421) consists of the staffs working in Scientific & Industrial Organization of Iran. Cochran's formula has been used to determine the sample size. Therefore, the sample size equals to 201 of which 200 questionnaires have been filled and returned, under which 200 questionnaires have been analyzed. Validity of questionnaire was confirmed by experts and
professors. Reliability of questionnaire was obtained equal to 93% and 0.73 for organizational culture and organizational commitment using Cronbach's Coefficient Alpha. Data analysis was made at two descriptive and inferential statistics via software SPSS. After collecting and extracting data and ensuring on normality of data distribution using Kolmogorov–Smirnov test, data analysis was made via descriptive (descriptive tables, mean and standard deviation) and inferential (Pearson correlation coefficient, one-way variance analysis, multiple linear regression) statistics. To examine data distribution, Kolmogorov–Smirnov test was used, indicating that the data follow a normal distribution.

Findings of research
Major hypothesis: organizational culture affects staffs’ commitment in Scientific & Industrial Organization of Iran.
With regard to the data of the results from Pearson correlation coefficient concerning the relationship between organizational culture and staffs’ commitment in Scientific & Industrial Organization of Iran, since value of R(0.161) in the relationship between organizational culture and staffs’ commitment in Scientific & Industrial Organization of Iran is significant at level(0.05), null hypothesis is rejected and research hypothesis is confirmed. In other words, there is a positive direct relationship between organizational culture and staffs’ commitment in Scientific & Industrial Organization of Iran.

The first Secondary research hypothesis: 1- Organizational culture affects staffs’ affective commitment in Scientific & Industrial Organization of Iran.
With regard to the data of the results from Pearson correlation coefficient concerning the relationship between organizational culture and affective commitment in Scientific & Industrial Organization of Iran, since value of R(0.248) in the relationship between organizational culture and affective commitment in Scientific & Industrial Organization of Iran is significant at level(0.05), null hypothesis is rejected and research hypothesis is confirmed. In other words, the more organizational culture in the organization, there will be more affective commitment in Scientific & Industrial Organization of Iran and vice versa.

The second Secondary research hypothesis: Organizational culture affects staffs’ continuous commitment in Scientific & Industrial Organization of Iran.
With regard to the data of the results from Pearson correlation coefficient concerning the relationship between organizational culture and continuous commitment in Scientific & Industrial Organization of Iran, since value of R (0.126) in the relationship between organizational culture and continuous commitment in Scientific & Industrial Organization of Iran is not significant at level(0.05), null hypothesis is confirmed and research hypothesis is rejected. In other words, there is not a relationship between organizational culture and continuous commitment in Scientific & Industrial Organization of Iran.
The third Secondary research hypothesis: Organizational culture affects normative commitment in Scientific & Industrial Organization of Iran.

With regard to the data of the results from Pearson correlation coefficient concerning the relationship between organizational culture and normative commitment in Scientific & Industrial Organization of Iran, since value of R(-0.047) in the relationship between organizational culture and normative commitment in Scientific & Industrial Organization of Iran is not significant at level(0.05), null hypothesis is confirmed and research hypothesis is rejected. In other words, there is not a relationship between organizational culture and normative commitment in Scientific & Industrial Organization of Iran.

**Discussion and conclusion**

1- concerning the major hypothesis, the result indicates that organizational culture affects staffs’ commitment in Scientific & Industrial Organization of Iran. In other words, there is a positive direct relationship between organizational culture and staffs’ commitment in Scientific & Industrial Organization of Iran. In other words, the more organizational culture in the organization, there will be more staffs’ commitment in Scientific & Industrial Organization of Iran and vice versa.

2- concerning the first Secondary research hypothesis, the result indicates that Organizational culture affects staffs’ affective commitment in Scientific & Industrial Organization of Iran. In other words, the more organizational culture in the organization, there will be more affective commitment in Scientific & Industrial Organization of Iran and vice versa.

3- Concerning the second Secondary research hypothesis, the result indicates that there is not a relationship between organizational culture and continuous commitment in Scientific & Industrial Organization of Iran.

4- Concerning the third Secondary research hypothesis, the result indicates that there is not a relationship between organizational culture and normative commitment in Scientific & Industrial Organization of Iran.

Table 1. Comparison of the results from the present research with previous research

<table>
<thead>
<tr>
<th>hypothesis</th>
<th>Confirmed</th>
<th>Rejected</th>
<th>Consistent research</th>
<th>inconsistent research</th>
</tr>
</thead>
<tbody>
<tr>
<td>major hypothesis</td>
<td>×</td>
<td>-</td>
<td>Jazayeri &amp; Karami(2009)</td>
<td>-</td>
</tr>
<tr>
<td>major hypothesis</td>
<td>×</td>
<td>-</td>
<td>Rezaei(2013)</td>
<td>-</td>
</tr>
<tr>
<td>major hypothesis</td>
<td>×</td>
<td>-</td>
<td>Ziaei et al(2011)</td>
<td>-</td>
</tr>
<tr>
<td>major hypothesis</td>
<td>×</td>
<td>-</td>
<td>Tabarsa, Delshad(2009)</td>
<td>Imani,</td>
</tr>
</tbody>
</table>

http://www.ijhcs.com/index.php/ijhcs/index
Suggestions
With regard to the findings of research, the suggestions below are proposed to the managers and heads of the organization.

- With regard to the major hypothesis, the result indicates that organizational culture affects staffs’ commitment in Scientific & Industrial Organization of Iran; therefore the suggestions below are proposed:
  - Collaboration in different sectors of the organization should be encouraged properly.
  - Managers and heads of organization put effort to do what they say.
  - Students’ recommendations which result in changes must be drawn into attention.
  - Managers must be realistic in targeting.

- With regard to the first Secondary research hypothesis, the result indicates that Organizational culture affects staffs’ affective commitment in Scientific & Industrial Organization of Iran. Therefore, the suggestions below are proposed:
  1. Managers’ behavior must be in a way that the staffs have a huge attachment to the organization.
  2. Staffs know themselves as a member in the organization in which they work.
  3. Staffs have a high sense of belonging to the organization in which they work.
  4. The staffs have high desire to their organization.

<table>
<thead>
<tr>
<th>suggestions</th>
<th>major hypothesis</th>
<th>the first Secondary research hypothesis</th>
<th>the third Secondary research hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>×</td>
<td>×</td>
<td>×</td>
<td>×</td>
</tr>
</tbody>
</table>
References


Morris & Wilcox, empowerment, trans- Badri Nick fetrat, Homayoun Samadi, Yasaveli publication, 1998, pp 15-16
Kheradmand, I, " examine the relationship between organizational culture and employee performance in Azad University, North Tehran Branch


Meyer John P & L. Herscovitch (2001), "Commitment in the Work Place: Toward a


- Peter T.J. and waterman R.h. (1982). " In search of Excellence: Hoper and Row".