

The Relationship between Organizational Culture and Organizational Commitment by Benefiting by Fajr Jam Refinery

Zahra Mohammadi¹, Reza Zarei^{2*}

¹MA in Management, Department of management, Marvdasht Branch, Islamic Azad university, Marvdasht, Iran; ²Assistant Professor, Department of Educational Sciences, Marvdasht Branch, Islamic Azad University, Marvdasht, Iran.

*E-mail: Zareireza955@gmail.com

Abstract

The aim of this study was to investigate the relationship between organizational culture and organizational commitment with employees' productivity in Fajr Jam Gas Refinery. This research is descriptive-correlational. The statistical population includes all employees of the company (968 people). Based on Morgan table, 280 subjects were selected by simple random sampling method and for data collection the questionnaire of corporate culture, organizational commitment and productivity were used. Pearson correlation test and regression analysis were used for data analysis. The results showed that there is a significant relationship between the dimensions of organizational culture and employees' productivity. Productivity is predictable through dimensions of organizational culture, dimensions of organizational commitment, and through organizational culture.

Keywords: organizational culture, organizational commitment, organizational culture

Introduction

Most of the behavioral science scientists believe that organizations constitute evitable aspect of today's world and they are formed in turn by the surrounding world and a relationship exists between them. Although, organizations are established and organized by different forms and based on various objectives, they are surely administered and guided according to mental and physical manpower efforts which are considered as their main basis (Hooman, 2002). Organizations' manpower have been considered more in recent years and an effective step has been started for this purpose to institutionalize these actions which should be seen from different angles and the relationship between them should be discovered, because some factors including lack of effective relationship between manager and staff, lack of correct evaluation, salary reduction, lack of growth, job promotion and enrichment can bring out this environment from balance and cooperation status. In the other words, until manpower does not enjoy acceptable satisfaction, job commitment and organizational cultural, other activities of organization are not able to come to any consequence (Amuzadeh, 2007). The other variable which can play a fundamental role in objective realization is organizational commitment. Organizational commitment can be defined in brief as believe in organization's values and goals, the sense of loyalty toward organization, moral obligation, heartfelt desire and the sense of need to stay in organization. Organizational commitment influences individual's behaviors and in fact indicates person's identity and attachment toward organization. No organization can be successful without staff's commitment and effort. Staff who enjoy commitment and adherence, have more discipline in their work and they will stay and work for a longer time in organization. Managers should preserve and develop their commitment and adherence (Wang, 2006). Developing countries are almost faced with a kind of lowness of organization's efficiency and beneficiary. This is while the existence of those with high organizational culture who have common values and beliefs is vital and necessary to settle this problem. The importance of this

issue will be clear when we consider organizational culture as a tool for organizational commitment and more benefiting of staff. Through this interpretation, the presence of a common sense and belief among organization's members for solidity of different parts and components is necessary. Organizational culture plays very strategic role in organization's solidity or decline (Mehraban, 2004). The countries of the world at the beginning years of third millennium aim to allocate more share of universal trade to itself. They should increase their competition capability to achieve this goal and this is not possible unless promoting efficiency. Such research's result is solution for managers in adapting appropriate strategy to increase personnel efficiency. Evaluation of efficiency growth share of all the production factors in economic growth in developed and developing countries indicates this fact that these countries in recent decade have aimed to supply a main share of economic growth through the indicators of efficiency growth of all the factors. Only those organizations can stay in turbulent world that apply their resources in the best manner and those which have the most efficiency. Performance assessment system lacks the required efficiency in promoting workforce efficiency, thus, the need to change the direction from this kinds of systems to the new systems of performance management is felt more than past and consequently, it is considered as workforce efficiency improvement (Afzodeh, 1978).

Some of the researches in the field of research variables are as follows:

Nasiri poor et al (2009) in their research showed that organizational culture, environmental conditions, incentive factors, empowerment and leadership methods were effective factors on manpower in the under study environment which included the most level of manpower efficiency change. Namazi Sadeh (2009) in a study entitled "the study of job profit and organizational commitment" concluded that organizational commitment will totally lead to desirable organizational result such as higher performance, lack of the opportunity, more efficiency and less absence that different researches have confirmed its validity. Tonkes and Nelson (2008) found out that the sense of powerlessness and losing identity (organizational culture component) causes the estrangement which leads to organizational commitment reduction and then individual performance is decreased in organization. Yachen (2008) in a research entitled "The effect of organizational commitment on organizational policies and justice among 1020 governmental bank's employees" concluded that organizational justice has a positive and significant relationship with organizational commitment. Also, organizational justice has the role of interfere variable in organizational commitment.

The present research aims to study the relationship between organizational culture and commitment and the efficiency of Fajr refinery personnel of jam province. Although it seems that organizational culture, organizational commitment and efficiency have remarkable impact on each other, but in our country rare work has taken place regarding it up to now. So, the researcher aims to explain the relationship between organizational culture and organizational commitment and the efficiency of personnel of Fajr Refinery of Jam province with respect to unmatched role of organizational culture and commitment in personnel efficiency to take a desirable step to achieve appropriate strategy and recognition of the relations of organizational culture and organizational commitment and personnel efficiency and quality of work for comprehensive growth of personnel in order to reach to Fajr refinery goals.

Research hypotheses

H1: There is a significant relationship between organizational culture dimensions and personnel efficiency.

H2: There is a significant relationship between organizational commitment dimensions and personnel efficiency.

H3: Efficiency is predictable through organizational culture dimensions.

H4: Efficiency is predictable through organizational commitment dimensions.

H5: Efficiency is predictable through organizational culture and organizational commitment.

This was an applied and correlation kind of research. This research's statistical population included all the official staff (968 subjects) in jam Fajr gas refinery in 2014-2015 and 280 subjects were selected by random sampling method.

Research tool

A) *The Robins organizational culture questionnaire (1991)*

This questionnaire which has been designed based on ten-fold component of Robins organizational culture by Alvani in 1997 has been implemented by Haj Naseri in 1980. This questionnaire is based on 27 items. Organizational culture questionnaire's dimensions are as follow: risk-taking, creativity, identity, solidarity, control, leadership, manager support, reward system, compromise with conflict and communicative pattern. Each item of this questionnaire has been designed by Likert 4-option scale from the very agree to very disagree range and it has been implemented by Haj Naseri. In such way that vey agree option is awarded 4 score, agree option is awarded 3 score, disagree is awarded 2 score and very disagree is awarded 1 score. Visual reliability was confirmed by prominent and specialized experts and the reliability of scale's items was also confirmed. Total reliability of questionnaire has been reported 87.0 by Alpha Cronbach method (Zareyi, 2012).

B) *Allen and Mayer organizational commitment questionnaire (1984)*

This questionnaire has been developed in order to assess organizational commitment. It was translated for the first time by Shekar Shekan in 1993. This scale included 24 items and it was constituted from the components including emotional, continuous and normative which included 8 items. Each item was designed as completely agree with 7 score, partly agree with 6 score, slightly agree with 5 score, no idea with 4 score, slightly disagree with 3 score, partly disagree with 2 score and completely disagree with 1 score. Hock, Baysor and Hasdor (1994) and Haq Nejat (2007) and Kohansal (2009) computed this questionnaire's components reliability by the Cronbach Alpha. Total reliability of organizational commitment questionnaire in this research was computed equal to 57.0 by Cronbach Alpha method (Zareyi, 2012).

C) *Efficiency questionnaire (Echio model)*

This questionnaire was planned by Harris and Blanchard and Goldsmith (1939) in order to help managers to determine the existence of performance problems and create change strategies and in order to help to settle these difficulties (Mashbaki, 2001).

The efficiency means the score that person earns from the Echio questionnaire and its dimensions include work potency including item 1, 2 and 3, role clarity or understanding with items 6, 7 and 8, organizational support with items 9, 10, 11,12,13,20,22,23,24, tendency to motivate with items 14,19,18,1716,15, evolutionary feedback with items 5,4,21,22,25, environmental compromise with items 31,32.

Findings of the study

Table 1: Statistical indexes of research variables

Variable	Mean	Standard deviation
Efficiency	3.21	0.6
Organizational culture	2.68	0.49
Organizational commitment	3.79	1.07

Likert test spectrum has also been used in efficiency questionnaire to assess results and because all the responses are positive, the options of very little, little, partly, much and very much have respectively 1, 2, 3, 4, 5 score. This questionnaire includes 32 items. This questionnaire reliability was assessed in 2001 by Javad Mashbaki cited in Haqiqat Joo (2005) and its Cronbach Alpha has been reported 0.83 and it has been reported equal to 89.0 in 2008 by Zahra Haqiqat Joo. This questionnaire reliability was obtained equal to 0.93 through Alpha Cronbach by Shaker Nasab.

Research hypotheses

H1: There is a significant relationship between organizational culture's dimensions and personnel's efficiency.

Correlation Metris statistical test was used to evaluate this research hypothesis.

Table 2: Correlation Metric test to evaluate the relationship between organizational culture's dimensions and efficiency

Variable	Culture of risk	Culture of creativity	Culture of identity	Culture of solidarity	Culture of control	Culture of leadership	Culture of support	Culture of reward	Culture of compromise	Culture of communication	Culture of efficiency
Culture of risk	1										
Culture of creativity	0.67**	1									
Culture of identity	0.48**	0.63**	1								
Culture of solidarity	0.41**	0.52**	0.49**	1							
Culture of control	0.26**	0.39**	0.36**	0.54**	1						
Culture of leadership	0.2**	0.27**	0.2**	0.36**	0.48**	1					
Culture of support	0.47**	0.51**	0.4**	0.5**	0.35**	0.31**	1				
Culture of reward	0.37**	0.36**	0.35**	0.37**	0.35**	0.27**	0.54**	1			
Culture of compromise	0.28**	0.25**	0.38**	0.42**	0.33**	0.31**	0.52**	0.5**	1		
Culture of communication	0.3**	0.29**	0.3**	0.45**	0.34**	0.33**	0.31**	0.36**	0.6**	1	
Culture of efficiency	0.22**	.2**	0.17**	0.24**	0.16**	0.17**	0.24**	0.19**	0.27**	0.27**	1

$P \leq 0.01^{**}$ $P \leq 0.05^{*}$

As it is observed in Table 2, the analysis results show that correlation coefficient between risk dimension and efficiency, creativity, identity, solidarity, control, leadership, support, reward, compromise and communication were 0.22, 0.22, 0.17, 0.24, 0.16, 0.17, 0.24, 0.19, 0.27 and 0.27, respectively and there is a positive and significant relationship between all of them at the $p < 0.05$ level.

H2: There is a significant relationship between organizational commitment dimensions and personnel efficiency.

Correlation matrix is used to study this research hypothesis.

Table 3: Correlation matrix to study relationship between organizational commitment dimensions and personnel efficiency

Variable	Emotional commitment	Continuous commitment	Normative commitment	efficiency commitment
Emotional commitment	1			
Continuous commitment	0.62**	1		
Normative commitment	0.33**	0.62*	1	
efficiency commitment	0.31**	0.20**	0.19**	1

P>0.05** P>0.01

According to the Table 3, the results of data analysis show that correlation coefficient between emotional commitment and efficiency, continuous commitment and normative commitment have been 0.31, 0.20 and 0.19, respectively and there is a positive and significant between all of them at the $p < 0.05$ level.

H3: Efficiency is predictable through organizational culture dimensions.

Previous variable: organizational culture’s dimensions

Standard variable: Efficiency

Regression test has been used to study this hypothesis.

Table 4: Efficiency prediction based on organizational culture dimensions

Variables	B	Beta	t	Sig.	Correlation coefficient	Determination coefficient	F	df	
Fixed value	2.63	20.61	0.001	2.27	0.07	22.54	26 and 18	0.000
Communication	0.22	0.27	4.74	0.001					
Fixed value	2.33	14.20	0.001	0.32	0.1	15.24	26 and 18	0.000
Communication	0.18	0.22	3.68	0.001					
Support	0.14	0.17	2.78	0.006					

Based on the Table 4, the results of data analysis demonstrate that at the first time, correlation coefficient between communicative dimension and efficiency was equal to 0.27 and r^2 was equal to 0.07 which indicates that the prediction of communicative dimension for efficiency and remainder is related to accident, but r^2 was obtained 0.10 which shows the prediction of communicative dimension and support dimension for efficiency and remainder is related to accident.

H4: Efficiency is predictable through organizational commitment’s dimensions.

Applied statistical test: concurrent regression analysis test

Previous variables: organizational commitment’s dimensions.

Standard variable: efficiency

With respect to the results in Table 5, correlation coefficient between continuous commitment and efficiency was equal to 0.20 and r^2 was equal to 0.04 which showed that the prediction of continuous commitment for efficiency and remainder is related to accident, but r^2 was obtained 0.06 which shows prediction of continuous and emotional commitment for efficiency and remainder is related to accident. It can be said that respecting above results, continuous and emotional commitment coefficient has a direct relationship with efficiency and in the other words, it has positive correlation with considered variable.

Table 5: Efficiency prediction based on organizational commitment dimensions

Variables	B	Beta	T	Sig.	Correlation coefficient	Determination coefficient	F	df	
Fixed value	3.56	32.49	0.001	0.2	0.04	11.53	26 and 17	0.001
Continuous value	0.09	0.2	39.03	0.001					
Fixed value	3.46	29.70	0.001	0.24	0.06	8.48	26 and 17	0.001
Continuous value	0.14	0.31	4.20	0.001					
Fixed value	3.46	29.70	0.001	0.24	0.06	8.84	26 and 17	
Continuous value	0.14	0.31	4.20	0.001					
Emotional	0.08	0.18	43.2	0.015					

H5: Efficiency is predictable through organizational commitment and culture dimensions.

Previous variables: organizational commitment and organizational culture.

Standard variable: efficiency.

Concurrent regression test has been used to study this hypothesis.

Table 6: Efficiency prediction based on organizational commitment and organizational culture

Statistical index of previous variable	R	R ²	F	B	beta	T	Sig
Organizational culture	0.33	0.11	16.77	0.36	0.29	5.03	0.000
Organizational commitment				0.06	0.11	1.93	0.054

$P \leq 0.05$

By looking at the above Table, multiple correlation coefficients are equal to $R=0.33$ and determination coefficient is equal to $R^2 0.11$ which indicates that organizational culture is significantly capable to predict efficiency positively and significantly.

Discussion and conclusion

The first hypothesis: There is significant relationship between organizational culture's dimensions and personnel efficiency.

The obtained results are consistent with the accomplished research of Dust Mohammad (2007), Golabian (2001) and Kalanter (2008). It can be said in the above hypothesis explanation organizational culture is related to organizations' individual values and beliefs. However, organizations enjoy stronger culture, efficiency will be increased, because organizational culture flows in all of the organization dimensions and points. Denison (2000) believes that organizational culture is not easily observable but organization individually recognizes its important kinds very well and culture of law is more important than any other laws so that this is the most important message and interpretation in many organizations.

Organizational culture is a regular pattern of principles or behaviors which have been adapted by society, organization, group or team for settlement of problems. However, organizational culture is higher, personnel's compromise, self-confidence and job satisfaction will be increased. Thus, organizational culture influences manpower. Manpower is one of the positivism psychology indexes which is accompanied by some features such as person's belief to his abilities in order to achieve success, effort knowledge in pursuing goals, creating positive documents regarding himself and tolerating difficulties. Enjoyment efficient manpower enables organization to deal better with stressful situations, less involvement in tension, enjoying high ability toward difficulties, reaching to a clear viewpoint of respect themselves and then less affected by daily events. Therefore, if people enjoy higher psychological health and they will have more commitment in organization. The presence of appropriate culture in organization also causes reduction in tension in workplace and it

increases personnel's commitment toward organization, so organizational culture has a positive and significant relationship with organizational commitment.

Second hypothesis: There is a significant relationship between organizational commitment dimensions and personnel's efficiency.

The obtained results are consistent with the results of researches of Mortezaei (1997), informing basis of Islamic Republic of Iran's nursing system organization (2010), Jahangir et al (2007), Shakter et al (1961) and Lataneh Varo (1963).

It can be said in explanation of the above hypothesis that organizational commitment, continuous commitment and normative commitment's components have a positive effect on manpower efficiency. However, person's loyalty toward organization and moral obligation to stay at organization and fulfill its obligation will be more effective. The ability to offer high quality services and effective efficiency need personnel commitment in all of the organizational levels and organization condition depends very much on human resources' quality and competency. The experience has shown that an organization can be successful only by relying on its personnel. Therefore, successful organizations always pay special attention to continuous improvement of personnel work quality. A committed employee is very much valuable for organization. He/she can be effective in production and efficiency enhancement by on-time working and having the sense of responsibility. Therefore, we can try to train committed personnel for organization. The managers can make personnel committed toward organization through providing their fundamental needs, establishing mutual trust between themselves and personnel and creating a culture without reproach and it is not only enough to make personnel committed toward organization, but also their commitment should be preserved. One of the most effective ways for preserving commitment in personnel and maintaining them in organization is to enrich and increase their incentive.

The Third hypothesis: Efficiency is predictable through organizational culture dimensions.

The obtained results are consistent with the research results of Qobadi (1997), Norouzi (1980), Syed Amery (1979) and Gordon (1992). In this regard, people who live in a small or large social system have common beliefs, ideas, values, norms and customs that totally their culture constitute social system. Strength or weakness of each system's culture depends on the level of depth or correlation with mentioned phenomenon. However, managers can provide more appropriate environment for personnel, personnel will show more attachment and commitment toward organization that this affair will be effective in their efficiency. It can be also said that organizational culture signifies person's life in a interactional and evolutionary process and it continues person's effort to change stressful situations and prepare himself to enter into action stage, his resistance and obduracy guarantee objectives realization, therefore, a person knows organization's goals as himself goals in this condition and he will show more efficiency and effectiveness in organization. It is justifiable with these interpretations that organizational culture dimensions are related to efficiency in organization.

Fourth hypothesis: Efficiency is predictable through organizational commitment dimensions.

The obtained results are in congruent with the research results of Jahani et al (2010), Araj Vagarnir (1989), Ahmadi (2001), Nasiri poor et al (2010) and Davis (2006). It can be said that organizational commitment is a kind of mental mood which indicates person's tendency, need or obligation to service continuity in organization. Commitment causes that person become connected to organization and enjoy continuing activity in organization, in this case, person will act by more motivation and interest. According to Allen and Mayer commitment model (1994) connects person's commitment and organization and thus, it will decrease the possibility of job leaving. When job leaving is decreased, organization will not lose its specialized forces. The massing of specialized and skillful forces that have some experiences is the main treasure-trove for organization .

Specialized forces with the qualified services and products will increase organization efficiency and capability level and through which they help organization efficiency and growth. Therefore, there is a significant relationship between organizational commitment and efficiency.

Fifth hypothesis: Efficiency is predictable through organizational culture and commitment.

The obtained results of present research are consistent with Imani's research (2006), Syed Javadain (2008), Maleki et al (2008) and Yachen (2008). There are values, symbols, celebrities and myths in organization which are always changed during times. These common values determine that how employees understand and response to the world around themselves. The inside-organization behaviors are shaped based on these values.

One of the main reasons in preservation of each organization which surely increases its efficiency is enjoyment of the solidarity in values and beliefs and totally its organizational culture. In the other words, organizational culture is vulnerable and goals realization will be difficult in case of lack of presence of unity in values and beliefs which governs and attaches to pre-requisite principles and rules of today's advantages enjoyment or existence of a kind of votes distribution in individual. Accordingly, when some common beliefs and values govern organization, staff will have more sense of attachment toward organization and they know themselves committed in doing their duties and they try in organization's goals fulfillment.

It also can be said that manpower who enjoy high organizational commitment will have better job performance. Organizational commitment leads to the enhancement of personnel's creativity and innovation, durability, satisfaction and attachment toward organization, active social conduct, lack of absence at workplace, kind of friendship and helps the co-workers and decreases job stress that these factors lead to the enhancement of the behaviors beyond the individual role and it will cause better performance in future (Naderi and Tanava, 2010). Thus, there is a positive relationship between commitment and efficiency. Organizational culture is called to individual's values and beliefs in organization. However, organizations have open work culture, the possibility of people interaction will be increased and then intimacy and cooperation among individual will be increased and this will cause more teamwork among personnel. Surly, however, personnel work in different sections in teamwork, it will lead to competition which will lead to more personnel production and efficiency.

References

- Afzoudeh, A., (1994). Benefiting by manpower, Tehran: Governmental management training center publication
- Alvani, S. M. (1999). Public management, Ney publication, 43
- Alvani, S. M. (2008). Public management, Tehran: 12th Edition
- Alvani, S.M., Poor Ezat, A.A., & Sayyar, A. (1998). The evaluation of organizational justice and commitment in Iran engineer company and gas development, Master's Thesis, Ahvaz University, Second Edition.
- Amoo Zadeh, M. (2007). The study of the organizational satisfaction, stimulation and commitment level of employees of national petroleum, Industry Company, office of manpower.
- Doost Mohammadi, S. (2007). Manpower benefiting and effective factors in its promotion and improvement, government special day and job national efficiency, organizational commitment and job security. Quarterly Management Studies.
- Golabian, N. (2001). Organizational culture solidarity and manpower efficiency, master's thesis, Azad University, Tehran Branch, the center of complementary education of Mir Damad.

- Haqiqat Joo, Z. (2005). Evaluation of the relationship between managers' creativity and organizational health on personnel efficiency, Master's thesis, Islamic Azad University, Rood hen branch.
- Haseli Parvar, M. (2009). The study of the relationship between organizational culture and benefiting of Fars regional Water stock company's personnel. Master's thesis, Islamic Azad University, Marvdasht branch.
- Heidary poor, E. (2001). The study of the relationship between job satisfaction and organizational commitment and efficiency of personnel of Bandar Abbas medical science University, Master's thesis, Islamic Azad University, Marvdasht branch.
- Hooman Heidari, A. (2002). Preparing and standardizing job satisfaction assessment scale, Tehran: Governmental management training center.
- Ichen, Y., & Emra, S. (1998). Ambiguous concepts of benefiting and performance (Trans: F. Baqery), Tadbir Magazine, 173, 55.
- Ichen, Y., & Emra, S. (1998). Sociology theory (Trans: M.R. Qorory), Tehran: Majd publication.
- Jamshidinia, M. (1998). The relationship between organizational culture's dimensions and personnel's organizational commitment in Yazd hospital of Shahid Sadooqi, Master's thesis, Shiraz branch.
- Kalantar, S. M. (1997). Investigation of benefiting and offering pattern for measurement, Education Department Management Quarterly, School publication.
- Khalifeh, M. (2013). The study of the relationship between organizational culture and organizational health with organizational commitment of teachers of elementary school in Razaqan city, Master's thesis, Islamic Azad University, Marvdasht branch.
- Khalil Zadeh, N. (1993). The study of effective factors on job satisfaction and dissatisfaction of student teacher of Orumieh Payame Noor University, Master's thesis, Tehran psychology and education science University, 1993-1994
- Mashbaki, A. (1997). The evaluation of the different aspects of personnel's incentive in organization, organizational and incentive psychology, 12th edition, Tehran, Governmental management training center.
- Rezaei, N.A. (1997). Organizational behavior management, Tehran: Tehran University management publication, Third Edition.
- Robins, A.P. (1998). Organizational behavior basics (Trans: A. Parsian & S.M. Erabi), Tehran: Cultural Research Office, 5th Edition.
- Robins, S. (1996). Organizational behavior (Trans: A. Parsian, & S.M. Erabi), Tehran: Cultural Research Office.
- Zarei, A. (2012). The relationship between organizational culture and justice with organizational commitment among secondary teachers of Khatam province, Master's thesis, Islamic Azad University, Marvdasht branch.