

## **Studying the Relationship between Organizational Culture and Employees Self-Esteem in State Organizations of Rafsanjan City**

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### **ABSTRACT**

Nowadays, most of state organizations and administrations have so many challenging problems, some of which can be solved easily by use of management techniques and methods, but some of them relates to human characteristics that are so complicate and cannot be solved easily.

The aim of this research is to study the relationship between organizational culture and employees self-esteem in state organizations of Rafsanjan city. Two different questionnaires have been used for evaluating the relation between organizational culture and its 10 characteristics, with employees self-esteem. This is a kind of descriptive research with the use of solidarity method. Statistical sample includes 1019 employees of 30 different state organizations of Rafsanjan city. These employees were selected based on randomly sampling method. The sample volume is 196 ,that are selected based on Koocaran formula. Only 178 of 196 have been answered to all of the questions. . For data analysis, Spereaman, Tov-condal, Summers d and Gama methods have been used. Results show that there is a significant relationship between organizational culture and employees self-esteem.The results also show that there is significant relationship between employees self-esteem and some characteristics of organization culture (personal creativity, applying informal methods of communication, manager supports, leadership, coordination, controlling system and organizational identity). But there is no significant relationship between employees self-esteem and some other characteristics like, encouraging employees to take risk, reward system and compromising with antagonism.

**KEYWORDS:** culture, organizational culture, self-esteem, organization

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### **1. INTRODUCTION**

Today, scientists of management and other different sciences believe that, organizational culture is much more important than other six crucial factors in productivity ( job forces, capital , technology ,primary materials, market, Management skill), and can be a good help for the creation, leadership and reinforcement of these factors.

Therefore, scientists such as Barhard. Chester, Phillipsleshic, Thomas j. Peters and Robert. Waterman(1982), believe that, the main goal of management is, to create and lead organizational culture and important principals. In fact, the main role of managers is to manage principals in organizations. Some scientists even believe that, having exalted goals and principals may bring a better job performance as a result. Some others also believe that, an organization cannot reach its goal without paying attention to organizational culture, even if profitability be the main goal. Therefore, many organizations do not pay attention to organizational culture.

Studies show that, culture have a great effect on goals and strategies, personal behavior and organizational performance, motivating force and job satisfaction, creation and innovation, decision-making and employees cooperation, level of job responsibility and self-sacrifice, job discipline and hard-working, job stress and etc. researches also show that, successful organizations have a high and great organizational culture. As a whole, in an organization, culture effects on everything, and especially culture of managers have a great effect on goals, strategies and designing organizations systems.

Therefore, scientists and researchers have been done so many studies about role and effect of organizational culture. Berk and HornEshtayn, believe that, an organization can improve more and more, and becomes successful only by changing, creating and applying a proper organizational culture. In fact, without paying attention to organizational culture, no change would be possible and applicable. Also if managers want to change level of job performance and job productivity, they should focus on organizational culture characteristics and its changes. In many successful countries and companies, managers attend to the importance of organizational culture. But studies

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show that, so many organizations in Iran, have no knowledge of organizational culture and its function. (Zarei, Matin;1999)

Having a true self-esteem is one of the essential needs of human being that everybody seeks it. But some people have no self-esteem and feel sorry in their life because they have no self-confidence and they are suspicious.

Maybe the main factor that helps human to deal with future challenges is self-esteem that is one of the most important psychological resource.

These challenges are more apparent in work places. Having self-esteem is the main factor that helps employees maintaining their job. Today, one of the most important needs of life is economical maintenance.

Based on the aforementioned results, it is clear that organizational culture and self- esteem are important for so many reasons. For example, organizational culture and self-esteem can prevent mental abnormalities in organization and also improve psychological situation of it. Organizational culture becomes more important since it has a direct effect on employees self-esteem and improvement of organization. It is also clear that self-esteem is very important factor in organizations success. Therefore, having knowledge of organizational culture and its related factors, and trying to apply them in work places in order to improve employees self-esteem, is so important. So, it is crucial to study the relationship between organizational culture and employees self-esteem.

### **Research hypothesis**

**Main hypothesis:** There is a significant relationship between organizational culture and employees self-esteem in state organizations of Rafsanjan city.

### **Subordinate hypothesis:**

1. There is a significant relationship between encouraging personal creativity of employees and level of their self- esteem in state organizations of Rafsanjan city.
2. There is a significant relationship between encouraging employees to take risk and level of their self- esteem in state organizations of Rafsanjan city.
3. There is a significant relationship between reward system and level of employees self- esteem in state organizations of Rafsanjan city.
4. There is a significant relationship between compromising with antagonism and level of employees self- esteem in state organizations of Rafsanjan city.
5. There is a significant relationship between applying informal methods of communication and level of employees self- esteem in state organizations of Rafsanjan city.
6. There is a significant relationship between manager supports and level of employees self- esteem in state organizations of Rafsanjan city.
7. There is a significant relationship between leadership and level of employees self- esteem in state organizations of Rafsanjan city.
8. There is a significant relationship between coordination and level of employees self- esteem in state organizations of Rafsanjan city.
9. There is a significant relationship between controlling system and level of employees self- esteem in state organizations of Rafsanjan city.
10. There is a significant relationship between organizational identity and level of employees self- esteem in state organizations of Rafsanjan city.

## **THEORETICAL FRAMEWORK**

The aim of this research is to study the relationship between organizational culture (as independent variable) and employees self-esteem (as dependent variable).

In fact, culture is a common knowledge or a common semantic system between employees of an organization. This common semantic system is the factor that makes an organization distinguishable from others. Robbins believes that, organizational culture has 10 characteristics that are: creativity, taking risk, leadership, coordination and unity, controlling system, manager supports, reward system, compromising with antagonism, organizational identity and organizational patterns. The level of these characteristics varies from very low to very high. We can have a comprehensive definition of organizational culture by using the definition of these characteristics. This definition will be the base of an organization function and shows employees emotions, common ideas, methods of working and their behavior. Different organizations have different combinations of these characteristics, which mean organizational culture.(Robbins,1997:328)

Self-esteem is a kind of self-respect(Moghimi,1998:243), or is a kind of self-evaluation or judging oneself values and beliefs. Self-esteem is a common sense that everybody has and is not temporary and is permanent. (Eslami nasab, 2004:309)

Both self-esteem and culture have great effects on each other (Bronden, 2001:285).

The history of what we call self-esteem today, dates back to Renaissance times, when individualism began for the first time. (Bronden, 2001:287)

Self-esteem has biological roots and is essential for human survival and his better function and performance. (Bronden, 2001:287).

When a person tries to show him/herself, it means that s/he pay attention to his/her needs, requirements and beliefs. But most of the cultures pay no or little attention to self-respect and self-esteem. Moreover, the way of showing self-esteem and self-respect is different in different cultures. When a culture limits self-respect of people then, creativity becomes limit more and more, and level of self-esteem reduces too.

Showing Self-respect is a natural action and trying to hide this sense is an unnatural action.(Bronden,2001:289)

## METHODOLOGY

This research is a kind of descriptive one by use of solidarity method. statistical sample includes 1019 employees of 30 different state organizations of Rafsanjan city. These employees were selected based on randomly sampling method. The sample volume is 196, that are selected based on Koocaran formula.

### Data gathering

Two different questionnaires have been used in order to study the relationship between organizational culture and employees self-esteem. One of them was Robbins base, questionnaire with 43 question, that was for evaluation of organizational culture. The other one, was Ayzenk self-esteem questionnaire.

### Data analysis

Spss software has been used for data analysis. Inferential and descriptive statistical methods has been used for analysis of this research, and for evaluating the relationship between organizational culture characteristics and employees self-esteem, Spearman, Tove-condal, Summers D and Gamma methods has been used. Significant level of this research is 0.05

## RESULTS

**Main hypothesis:** There is a significant relationship between organizational culture and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between organizational culture and employees self-esteem.

**H1: P not=0:** There is a relation between organizational culture and employees self-esteem.

### Spearman and tove-condal methods:

Spearman and tove-condal methods have been used in order to study the relationship between organizational culture and employees self-esteem and the results show that p-value<0.05, so H1 accepted and there is a significant relation between organizational culture and employees self-esteem.

**Table1.**The results of Spearman and Tove-condal methods on evaluation of the relationship between organizational culture and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
Organizational culture				
Employees self-esteem	0.196	0.009	0.174	0.010

### Summers D and Gamma methods:

Results show that p-value<0.05, so there is a significant relation between organizational culture and employees self-esteem.

**Table2.** The results of Summers D and Gamma methods on evaluation of the relationship between organizational culture and employees self-esteem.

Methods of testing	value	p-value
Summers D	0.136	0.004
Gamma	0.346	0.004

**Subordinate hypothesis:**

1. There is a significant relationship between encouraging personal creativity and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between encouraging personal creativity and employees self-esteem.

**H1: P not=0:** There is a relation between personal creativity and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between encouraging personal creativity and employees self-esteem and the results show that  $p\text{-value} < 0.05$ , so H1 accepted and there is a significant relation between encouraging personal creativity and employees self-esteem.

**Table3.** The results of Spearman and Tove-condal methods on evaluation of the relationship between encouraging personal creativity and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
Encouraging personal creativity				
Employees self-esteem	0.165	0.028	0.139	0.030

**Summers D and Gamma methods:**

Results show that  $p\text{-value} < 0.05$ , so there is a significant relation between encouraging personal creativity and employees self-esteem.

**Table4.** The results of Summers D and Gamma methods on evaluation of the relationship between encouraging personal creativity and employees self-esteem.

Methods of testing	value	p-value
Summers D	0.096	0.021
Gamma	0.236	0.021

2. There is a significant relationship between encouraging employees to take risk and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between encouraging employees to take risk and employees self-esteem.

**H1: P not=0:** There is a relation between encouraging employees to take risk and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between encouraging employees to take risk and employees self-esteem and the results show that  $p\text{-value} > 0.05$ , so H0 accepted and there is no significant relation between encouraging employees to take risk and employees self-esteem.

**Table5.** The results of Spearman and Tove-condal methods on evaluation of the relationship between encouraging employees to take risk, and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
Encouraging employees to take risk				
Employees self-esteem	0.053	0.484	0.044	0.507

**Summers D and Gamma methods:**

Results show that  $p\text{-value} > 0.05$ , so there is no significant relation between encouraging employees to take risk and employees self-esteem.

**Table6.** The results of Summers D and Gamma methods on evaluation of the relationship between encouraging personal creativity and employees self-esteem.

Methods of testing	value	p-value
Summers D	0.032	0.462
Gamma	0.080	0.0462

3. There is a significant relationship between reward system and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between reward system and employees self-esteem.

**H1: P not=0:** There is a relation between reward system and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between reward system and employees self-esteem and the results show that  $p\text{-value} > 0.05$ , so H0 accepted and there is no significant relation between reward system and employees self-esteem.

**Table7.** The results of Spearman and Tove-condal methods on evaluation of the relationship between reward system and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
Reward system				
Employees self-esteem	0.116	0.128	0.099	0.134

**Summers D and Gamma methods:**

Results show that  $p\text{-value} > 0.05$ , so there is no significant relation between reward system and employees self-esteem.

**Table8.** The results of Summers D and Gamma methods on evaluation of the relationship between reward system and employees self-esteem.

Methods of testing	value	p-value
Summers D	0.073	0.1
Gamma	0.178	0.1

4. There is a significant relationship between compromising with antagonism and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between compromising with antagonism and employees self-esteem.

**H1: P not=0:** There is a relation between compromising with antagonism and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between compromising with antagonism and employees self-esteem and the results show that  $p\text{-value} > 0.05$ , so H0 accepted and there is no significant relation compromising with antagonism and employees self-esteem.

**Table9.** The results of Spearman and Tove-condal methods on evaluation of the relationship between compromising with antagonism, and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
Compromising with antagonism				
Employees self-esteem	0.107	0.162	0.093	0.165

**Summers D and Gamma methods:**

Results show that  $p\text{-value} > 0.05$ , so there is no significant relation between compromising with antagonism and employees self-esteem.

**Table10.** The results of Summers D and Gamma methods on evaluation of the relationship between compromising with antagonism, and employees self-esteem.

Methods of testing	value	p-value
Summers D	0.068	0.102
Gamma	0.177	0.102

5. There is a significant relationship between applying informal methods of communication and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between applying informal methods of communication and employees self-esteem.

**H1: P not=0:** There is a relation between applying informal methods of communication and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between applying informal methods of communication and employees self-esteem and the results show that  $p\text{-value} < 0.05$ , so H1 accepted and there is a significant relation between applying informal methods of communication and employees self-esteem.

**Table11.** The results of Spearman and Tove-condal methods on evaluation of the relationship between applying informal methods of communication, and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
Applying informal methods of communication	0.248	0.001	0.210	0.001
Employees self-esteem				

**Summers D and Gamma methods:**

Results show that  $p\text{-value} < 0.05$ , so there is a significant relation between applying informal methods of communication and employees self-esteem.

**Table12.** The results of Summers D and Gamma methods on evaluation of the relationship between applying informal methods of communication, and employees self-esteem.

Methods of testing	value	p-value
Summers D	0.145	0.000
Gamma	0.349	0.000

6. There is a significant relationship between manager supports and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between manager supports and employees self-esteem.

**H1: P not=0:** There is a relation between manager supports and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between manager supports and employees self-esteem and the results show that  $p\text{-value} < 0.05$ , so H1 accepted and there is a significant relation between manager supports and employees self-esteem.

**Table13.** The results of Spearman and Tove-condal methods on evaluation of the relationship between manager supports, and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
Manager supports				
Employees self-esteem	0.151	0.045	0.131	0.048

**Summers D and Gamma methods:**

Results show that  $p\text{-value} < 0.05$ , so there is a significant relation between manager supports and employees self-esteem.

**Table14.** The results of Summers D and Gamma methods on evaluation of the relationship between manager supports, and employees self-esteem.

Methods of testing	Value	p-value
Summers D	0.097	0.035
Gamma	0.235	0.035

7. There is a significant relationship between leadership and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between leadership and employees self-esteem.

**H1: P not=0:** There is a relation between leadership and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between leadership and employees self-esteem and the results show that  $p\text{-value} < 0.05$ , so H1 accepted and there is a significant relation between leadership and employees self-esteem.

**Table15.** The results of Spearman and Tove-condal methods on evaluation of the relationship between leadership, and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
<b>Leadership</b>				
Employees self-esteem	0.164	0.044	0.154	0.047

**Summers D and Gamma methods:**

Results show that p-value<0.05, so there is a significant relation between leadership and employees self-esteem.

**Table16.** The results of Summers D and Gamma methods on evaluation of the relationship between leadership, and employees self-esteem.

Methods of testing	Value	p-value
<b>Summers D</b>	0.080	0.039
<b>Gamma</b>	0.203	0.039

8. There is a significant relationship between coordination and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between coordination and employees self-esteem.

**H1: P not=0:** There is a relation between coordination and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between coordination and employees self-esteem and the results show that p-value<0.05, so H1 accepted and there is a significant relation between coordination and employees self-esteem.

**Table17.** The results of Spearman and Tove-condal methods on evaluation of the relationship between coordination, and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
<b>Coordination</b>				
Employees self-esteem	0.159	0.048	0.157	0.049

**Summers D and Gamma methods:**

Results show that p-value<0.05, so there is a significant relation between coordination and employees self-esteem.

**Table18.** The results of Summers D and Gamma methods on evaluation of the relationship between coordination, and employees self-esteem.

Methods of testing	Value	p-value
<b>Summers D</b>	0.081	0.044
<b>Gamma</b>	0.201	0.044

9. There is a significant relationship between controlling system and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between controlling system and employees self-esteem.

**H1: P not=0:** There is a relation between controlling system and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between controlling system and employees self-esteem and the results show that p-value<0.05, so H1 accepted and there is a significant relation between controlling system and employees self-esteem.

**Table19.** The results of Spearman and Tove-condal methods on evaluation of the relationship between controlling system, and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
<b>Controlling system</b>				
Employees self-esteem	0.204	0.006	0.173	0.007



**Summers D and Gamma methods:**

Results show that  $p\text{-value} < 0.05$ , so there is a significant relation between controlling system and employees self-esteem.

**Table20.** The results of Summers D and Gamma methods on evaluation of the relationship between controlling system, and employees self-esteem.

Methods of testing	Value	p-value
Summers D	0.122	0.003
Gamma	0.294	0.003

10. There is a significant relationship between organizational identity and employees self-esteem in state organizations of Rafsanjan city.

**H0: P=0:** There is no relation between organizational identity and employees self-esteem.

**H1: P not=0:** There is a relation between organizational identity and employees self-esteem.

**Spearman and tove-condal methods:**

Spearman and tove-condal methods have been used in order to study the relationship between organizational identity and employees self-esteem and the results show that  $p\text{-value} < 0.05$ , so H1 accepted and there is a significant relation between organizational identity and employees self-esteem.

**Table21.** The results of Spearman and Tove-condal methods on evaluation of the relationship between organizational identity, and employees self-esteem.

Methods of testing Variables	Spearman		Tove-condal	
	P	P-value	P	P-value
Organizational identity				
Employees self-esteem	0.163	0.030	0.144	0.032

**Summers D and Gamma methods:**

Results show that  $p\text{-value} < 0.05$ , so there is a significant relation between organizational identity and employees self-esteem.

**Table22.** The results of Summers D and Gamma methods on evaluation of the relationship between organizational identity, and employees self-esteem.

Methods of testing	Value	p-value
Summers D	0.111	0.015
Gamma	0.281	0.015

**DISCUSSION AND CONCLUSION**

Researchers believe that, organizational culture have a direct relation with factors such as, self-esteem, confidence, job performance, motivation, technology, environment, organizational structure, strategies and management.

\*The results of this study show that, there is a significant relationship between organizational culture and employees self-esteem in state organizations and administrations.

Results of Abbasi research(1998), show that organizational culture of organic administrations is greater and better than mechanical administrations.

Also Mirlotfi (1999),believes that men and women, and also managers and researchers have different ideas about organizational culture.

\*Results of this research show that, there is a significant relation between personal creativity and employees self-esteem in state organizations and administrations.

Abbasi(1998), believes that , the level of encouraging personal creativity in organic administrations is much more than the mechanical ones, therefore the level of this relation is significantly different in these two kinds of organizations.

\*Results of this research show that there is no significant relation between level of taking risk, and employees self-esteem in state organizations and administrations.

Abbasi (1998), believes that,the relationship between levels of taking risk in organic administrations is much more than the mechanical ones, therefore the level of this relation is significantly different in these two kinds of organizations.



\*Results of this study show that, there is no significant relation between current reward system and employees self-esteem in state organizations of Rafsanjan city.

Results of Vermezia research (1999), show that there is a significant relation between reward systems of the crusader for construction ministry and ministry of commerce. It means that the reward systems of these two organizations were unfair and were not based on employees performances.

Results of Abbasi research (1998) show that, reward system in organic administration is higher and better than mechanical ones.

\*Results of this study show that, there is no significant relationship between employees self-esteem and compromising with antagonism.

Results of Abbasi research(1998) show that, compromising with antagonism in organic administration is more than mechanical ones.

\*Results of this study show that, there is a significant relation between applying informal methods of communications and employees self-esteem.

Results of Abbasi research(1998), show that organic administrations apply informal methods of communications more than mechanical ones.

\*Results of this research show that, there is a significant relation between manager supports and employees self-esteem.

Results of Abbasi research(1998), show that in organic administration, manager supports are more than mechanical ones.

The results of Vermezia research(1999), show that managers supports are very low in organizations and it means that managers have little relationship with employees.

\*The results of this study show that, there is a significant relationship between leadership and employees self-esteem.

Results of Abbasi study(1998), show that organic administrations apply leadership methods more than mechanical ones.

\*Results of this study show that, there is a significant relationship between coordination and employees self-esteem.

Results of Abassi research(1998), show that organic administrations are more coordinated than mechanical ones.

Results of Torabikia research(1998), show that organizational coordination have a direct relation with employees self-esteem.

\*Results of this research show that, there is a significant relationship between controlling system and employees self-esteem.

Results of Abbasi research(1998), show that organic administrations apply indirect controlling systems, more than mechanical administration.

Results of Torabikia research(1998), show that there is no significant relationship between controlling system and level of job satisfaction.

\*Results of this study show that, there is a significant relationship between organizational identity and employees self-esteem.

Results of Abbasi research(1998), show that organizational identity in organic administration is more than mechanical ones.

Results of Torabikia research(1998), show that there is a direct relationship between organizational identity and level of job satisfaction.

Therefore, the results of this research show that, there is a significant relationship between employees self-esteem and seven characteristics of organizational culture (personal creativity, applying informal methods of communication, manager supports, leadership, coordination, controlling system and organizational identity). It means that, most of the characteristics of organizational culture have direct relation with employees self-esteem, and there is no significant relationship between employees self-esteem and the other three characteristics of organizational culture (taking risk, reward system, compromising with antagonism).

Results of Shariatnia research(studying the relationship between employees self-esteem and level of job satisfaction of men employees in Tehran), show that there is a significant relationship between these two variables.

Waterman(1996) believes that, self-esteem have a positive relation with social cooperation and kindness. Robbins(1995), believes that self-esteem means whatever that control employees behavior in organization.

## Suggestions

Because of the medium level of organizational culture in state organizations of Rafsanjan, it is necessary to pay more attention to organizational culture and its relevant factors.

It has been suggested that managers should try to improve the level of compromising with antagonism by using methods of accepting critiques.

Managers should try to have more relationships with their employees. For example creating friendly environment and having more meeting, in order to improve informal communications.

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