

## Evaluating the Relationship between Organizational Culture and Organizational Commitment

Badr-al-Din Oure'I Yazdani, Nour Mohammad Yaghoubi

University of Sistan and Baluchestan, School of Management and Accounting, Department of Management, Zahedan, Iran. P.O.Box: 98135/987

---

### ABSTRACT

Organizations are the main infrastructures of current society and management is the most important factor in development or failure of the organizations. Culture is one of the most effective factors of management and ignoring it will lead to lack of internal solidarity and external adjustment. The researchers believe that any principle and effective change in organization must occur through culture and it is culture which causes the increase in individual's commitment to the organization and continuous optimum behavior or vice versa. Current research has been done in cure managerial part of social support organization in Sistan & Baluchestan Province in order to evaluate the relationship between the organizational culture and organizational commitment of the staff. In this study, organizational culture has been defined in ten factors based on Robins' theory and organizational commitment has been evaluated based on the theories of Porter, Green Bauk and Barron. The population is consisted of 500 people with the sample volume of 270 among which 230 questionnaires were replied and analyzed. According to the results, there is a significant positive relation between organizational culture and organizational commitment; and also there is a significant relation among organizational commitment and the factors of organizational culture including management support and organizational identity and there is no significant relation among organizational commitment and other factors of organizational culture including individual initiation, risk tolerance, the reward system based on organizational communication pattern performance, control system, managerial direction, conflict tolerance and integration.

**KEY WORDS:** Organizational Culture, Commitment, Legend, Managerial Direction, Conflict Tolerance, Individual Initiation, Integration.

---

### INTRODUCTION

According to continuous changing of societies, there must be changes in organizations proportionate to it. Change in the complicated phenomena of organizations of a society will be useful when it is based on a scientific knowledge not a test-error trial. Culture is one of the most effective factors of management and ignoring it will lead to lack of internal solidarity and external adjustment. Organizational commitment is also defined as the act of getting matched with an organization and connecting with it. There have been several studies on effects of cultural factors on organizational behavior among which the research by Hofsted in 41 IBM branches in different countries is counted as one of the earliest (Hofsted, 1980). This research which has become the base of several other researches shows that though the all branches of the considered company owned the same and certain structure, but there were significant diversities in organizational behaviors due to the effect of cultural factors.

The concept of organizational culture also appealed to organizational scientists and practitioners who had grown disillusioned with the prevailing formalistic, quantitative organizational research. The emphasis on

---

\*Corresponding Author: Dr. Nour Mohammad Yaghoubi, University of Sistan and Baluchestan, School of Management and Accounting, Department of Management, Zahedan, Iran. [Yaghoobinor@yahoo.com](mailto:Yaghoobinor@yahoo.com)

organizational culture shifted attention away from the functional and technical aspects (the so-called hard side) of management that could be more readily quantified and empirically analyzed to the interpersonal and symbolic aspects (the soft side) of management that required in-depth, qualitative studies of organizational life. This focus on the qualitative, symbolic aspects of organizations and management stimulated a large literature on leadership. In addition, specialized literatures emerged around particular variants of organizational culture considered increasingly important for success in the modern business world, such as change oriented culture, learning culture, innovating culture, team- and project-oriented cultures. More recently, attention has turned to identifying and creating an organizational culture that facilitates agility; promotes alliances, partnerships and networks; encourages knowledge management; fosters corporate responsibility and/or moral integrity; and embraces diversity. The concept of organizational culture has generated a massive literature with enormous popularity. By the 1990s, a literature search would generate over 2500 hits (Baker, 2002).

### **Literature Review:**

Culture is defined as a set of information and values in which a group of people are contributed and directs their communications. Culture is the general body of the ideas and values which are believed by everyone and define the commitments and requirements of life. These ideas and values are taught to people so fast and unconsciously that they are not aware of the impact (Lane *et al.*, 2000: 22). Culture can be considered as a set of factors that are learned. A growing child learns a group of major values, ideals, perceptions, preferences, morality, behavior and other instructions through environmental communication during years. Such dominant culture which connects the family members signifies many responds for the individual in certain positions (Chandon, 1997: 440).

Culture indicates the special ways of accomplishing the jobs and behaviors that people of a country or region have gained gradually. Culture helps people to denote their role in the world and obtain identity (Cascio, 2003: 622).

The experts believe that culture is acquisitive and considers the common aspects of doing job in a certain society. Combination of the factors causes the culture of a country or any society be different from other ones (Shermerhorn *et al.*, 1999: 51).

Robbins believes that organizational culture indicates a system of common definitions, while the whole organizational culture might be different from its components. But the following issues are key characteristics in which the cultures are different:

1) Individual initiation; 2) Risk tolerance; 3) Reward systems; 4) Identity; 5) Management support; 6) Control systems; 7) Managerial direction; 8) Integration; 9) Conflict tolerance; 10) Communication pattern (Robbins, 1990: 438-439).

In the other hand, commitment could be defined as dedication of oneself for a goal or a relation. Real commitment requires something that psychologists call internal motivation; i.e. an individual is pushed to the goal internally. People have to satisfy themselves through job-enrichment and get energy without making managers give them any rewards for a special behavior (Liker & Hoseus, 2008: 192).

## **MATERIALS AND METHODS**

In this research, according to the subject and target, the correlation method has been used. When the researcher has more or two groups of samples, he could use the method, because it is used for studying the amount of changes in one or more factors affected by the changes of some other factors (Naderi & Seifnaraghi, 1995: 8).

### **Population:**

The statistical population includes all of the employees of cure management of social support in Sistan & Baluchestan Province which are 500. The cure management of social support is a subset of social support organization and offers services for organizations in this province, including cure management team, Zahedan

Social Support Hospital, the office of medical documents' evaluation and seven belonged hospitals. All of the departments are categorized based on the amount of employees:

No.	Category	Employee Number	Sample Volume
1	Zahedan Cure Management Team	20	12
2	Zahedan Social Support Hospital	325	175
3	The office of medical documents' evaluation	50	27
4	Zahedan Imam Ja'far Sadegh Clinic	30	17
5	Zahedan Saheb Al Zaman Clinic	13	7
6	Khaash Azadegan Clinic	8	4
7	Saravan Sina Clinic	12	6
8	Iranshahr Imam Ali Clinic	15	8
9	Chabahar Al Zahra Clinic	12	6
10	Zabol Shohada Clinic	15	8
<b>Total</b>		<b>500</b>	<b>270</b>

This population is made of the employees with educational levels of lower than diploma, diploma, associate degree, bachelor degree, masters and PhD which are employed as contract employees and officials.

**Sample Volume and Sampling Method:**

**Sample:**

In order to calculate the sample volume, as the population' variance was not measured, the method of maximum sample volume determination was used in which  $Z=1.96$  and  $d=6\%$  were assumed and based on the most sample, it was calculated as below:

$$n = n_{max} = \frac{z^2(1-\frac{e}{z})pq}{d^2} = \frac{(1.96)^2 \times (0.5)(0.5)}{(0.06)^2} = 267$$

But finally, 270 questionnaires were distributed among the respondents.

**Sampling Method:**

To select the sample group, the categorized random sampling method was used, as the researcher went to selected units of Zahedan in different work times and distributed the questionnaires proportionately among the employees. Regarding the other cities, the questionnaires were sent and distributed by post.

**Tools for data collection:**

The translated questionnaire of Hofsted' organizational culture was used as the tool for data collection which was scored by Likert spectrum. The options of the questions were very little, little, somewhat, much and very much and the scores were respectively 1, 2, 3, 4 and 5 except the questions 13 and 35 for which the scores were inversed.

The questionnaire included 56 questions which measured 10 variables of organizational culture as following:

- First variable; individual initiation which was evaluated by the questions 1 to 5;
- Second variable; managerial direction which contained the questions 6 to 10;
- 3<sup>rd</sup> variable; integration measure containing the questions 11 to 18;
- 4<sup>th</sup> variable; conflict tolerance which was measured by the questions 19 to 21;
- 5<sup>th</sup> variable; management support which contained the questions 22 to 29;
- 6<sup>th</sup> variable; control system including the questions 30 to 35;
- 7<sup>th</sup> variable; identity which was measured by the questions 36 to 39;
- 8<sup>th</sup> variable; the reward systems based on performance including the questions 40 to 45;
- 9<sup>th</sup> variable; communication patterns containing the questions 46 to 51;
- 10<sup>th</sup> variable; risk tolerance which was measured by the questions 52 to 56.

This questionnaire has been used by Samoodi Mohajer (2001).

In order to collect the required data in organizational commitment, a questionnaire containing 28 questions was used. It has been used by Rigi (1998) for which the validity and reliability have been measured by the same researcher.

#### **The validity of data collection' tool:**

In fact, validity is referred to checking if the tool can measure the characteristic which is designed for (Khaki, 2000: 244). In the other words, validity is the characteristic of the tool or method of data collection which defines as it has been designed for the same job (Sharifi & Taleghani, 1995: 2000). The opinions of experts were used to determine the validity of the questionnaire of this research. Also, the research criteria have been promoted by emphasizing on scientific references.

#### **The reliability of data collection' tool:**

Reliability means resulting in the same findings if the tool is being distributed in several short periods to the same group of people (Khaki, 2000: 245).

In this research the retest method was used for evaluating the reliability. First, a group of 10 people were selected randomly and the questionnaires were distributed among them. After 10 days, the same questionnaires were distributed among the same group and using Spearman correlation coefficient, the reliability of the organizational culture questionnaire was 84% and organizational commitment questionnaire was 94%.

#### **Data collection method:**

The researcher went directly to the units of Zahedan Cure Management Team, Social Support Hospital, The office of medical documents' evaluation, Zahedan Imam Ja'far Sadeqh Clinic and Zahedan Saheb Al Zaman Clinic and distributed 238 questionnaires among the employees of three different work times among which 203 questionnaires were responded. Also, concurrently, 32 questionnaires were sent to the clinics of Khaash, Saravan, Iranshahr, Chabahr and Zabol by post among which 27 were sent back. Totally, 230 questionnaires were responded out of 270.

#### **Data analysis method:**

In order to describe the collected data, some tables and charts were used like Personal information of the respondents including age, job experience, gender, educational level and marital status. Also, each hypothesis was formulated as below and tested. All of the statistical analyzes were done by SPSS software.

$H_0 = P = 0$  there is no relation                       $H_1 = P \neq 0$  there is relation

## **RESULTS**

#### ***Gender of the respondents:***

In Social Support Cure Management of Sistan & Baluchestan men contained 58.7% and women 41.3% of employees. There was no statistically significant difference between the organizational commitment and organizational culture of men and women.

#### **Age of the respondents:**

The age range of the employees was 20 to 45 with the average of 23 and standard deviation of 0.59. There was no statistically significant difference between the organizational commitment and organizational culture of employees regarding their age.

### **Marital Status of the respondents:**

26.1% of 230 respondents were single and 73.9% were married. There was no statistically significant difference between the organizational commitment and organizational culture of employees regarding their marital status.

### **Job Experience of the respondents:**

Average job experience of the respondents was 2.24 and the range was 1-23. The standard deviation was 0.86. The results showed that there was no statistically significant difference between the organizational commitment and organizational culture of employees regarding their job experience.

### **Educational Level of the respondents:**

The educational levels of the respondents were as following: 2.2% lower than diploma, 30% diploma, 14.8% associate degree, 45.6% bachelors' degree, 0.9% masters and 6.5% had PhD degree. The results showed that there was no statistically significant difference between the organizational commitment and organizational culture of employees regarding their educational level.

### **Test of Hypotheses:**

#### ***Main Hypothesis:***

- There is statistically significant relationship between organizational commitment and organizational culture.

According to the reported spearman correlation coefficient ( $\rho = 0.1$  and  $r_s = 17\%$ ) it is resulted that there is a positive relationship between organizational commitment and organizational culture.

#### ***Secondary Hypotheses:***

- There is no relation between organizational commitment and individual innovation.

According to the reported spearman correlation coefficient ( $\rho = 0.3$  and  $r_s = 68\%$ ) it is resulted that there is no relation between organizational commitment and individual innovation.

- There is no relation between organizational commitment and risk tolerance.

According to the reported spearman correlation coefficient ( $\rho = 0.155$  and  $r_s = 94\%$ ) it is resulted that there is no positive relation between organizational commitment and risk tolerance.

- There is no relation between organizational commitment and reward system based on performance.

According to the reported spearman correlation coefficient ( $\rho = 0.59$  and  $r_s = 35\%$ ) it is resulted that there is no positive relation between organizational commitment and reward system based on performance.

- There is a significant relation between organizational commitment and managerial support.

According to the reported spearman correlation coefficient ( $\rho = 0.3$  and  $r_s = 0.137$ ) it is resulted that there is a positive relation between organizational commitment and managerial support.

- There is a significant relation between organizational commitment and individual innovation.

According to the reported spearman correlation coefficient ( $\rho = 0.3$  and  $r_s = 68\%$ ) it is resulted that there is no relation between organizational commitment and organizational identity.

- There is no relation between organizational commitment and organizational communication pattern.

According to the reported spearman correlation coefficient ( $\rho = 0.19$  and  $r_s = 58\%$ ) it is resulted that there is no positive relation between organizational commitment and organizational communication pattern.

- There is no significant relation between organizational commitment and control system.

According to the reported spearman correlation coefficient ( $\rho= 0.19$  and  $r_s= 58\%$ ) it is resulted that there is no relation between organizational commitment and control system.

- There is no significant relation between organizational commitment and managerial direction.

According to the reported spearman correlation coefficient ( $\rho= 0.58$  and  $r_s= 0.125$ ) it is resulted that there is no positive relation between organizational commitment and managerial direction.

- There is no significant relation between organizational commitment and organizational integration.

According to the reported spearman correlation coefficient ( $\rho= 0.11$  and  $r_s= 0.104$ ) it is resulted that there is no positive relation between organizational commitment and organizational integration.

### **Recommendations:**

The results show that the sample group has gained the average degree regarding the organizational culture. Therefore, it is recommended to provide the employees by identifying the dominant culture to them. Managers can plan on applying training programs such as planned competitions, dedication of a part of internal journals and brochures for organizational culture and providing educational camping and seminars. In the other hands, the managers must align the objectives of individuals and groups with organizational objectives to make the employees own the organization and cooperate in decision making. Hence they will have more organizational commitment.

### **REFERENCES**

1. Robbins, S. (1990). *Organizational Behavior*: (Parsaeian A. & A'araabi, S. M., Trans.). Tehran, Office of Cultural Researches.
2. Shermerhorn J. R., Hunt J. G., Osborn R. (1999). *Organizational Behavior Management*: (IranNejad Paarizi M, Babayi M. A. & Sobhanollahi M. A., Trans.). Tehran, Management Research & Education Institute of Power Ministry.
3. Cas C, Wayne F. (2003). *Managing Human Resource Productivity Quality of Work Life Profiles*: 61<sup>th</sup> Edition TATA Mc Grow Hill Edition.
4. Chandan J. (1997). *Organizational Behavior*: Viska Publishing House, PVT LTD.
5. Lane H. W., Pistefano J., Marth H. (2000). *International Management Behavior*: Text, Reading and Case, Fifth Ed. Blackwell Publishing.
6. Liker J., Hoseus (2008). *Michael and the Center for Quality People and Organization Toyota Culture*: The Heart and Soul of Toyota Way: Mc Grow Hill.