

Relationship between the Components of Organizational Culture and Components of Career Self-Efficacy among the Employees of Water and Power Company in Khuzestan¹

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ABSTRACT

The research purpose was to assess the relationship between the components of organizational culture (morale, supervision, information flow, teamwork, involvement and meetings) and the components of career self-efficacy (personal self-efficacy beliefs, personal outcomes expectation, collective self-efficacy beliefs and collective outcomes expectation) among the employees of Water and Power Company in Khuzestan. The sample comprised 400 individuals who were selected through random stratified sampling. The data gathering tools included Glaser Organizational Culture Questionnaire and Job Self-Efficacy Questionnaire by Riggs & Knight. The research was a canonical correlation study. Data were analyzed using canonical correlation coefficient which equaled 0.44. Results indicated that the components of self-efficacy are significantly correlated to the components of organizational culture. Moreover, morale (independent variable) and personal self-efficacy belief (dependent variable) tend to have the highest correlation from among the predictor and criterion variables.

KEYWORDS: Organizational Culture, Career Self-Efficacy, Water And Power Company.

1. INTRODUCTION

The role and mission of organizations has changed from the viewpoint of human being in order to match and live up to the societies' expectations. In the current era, the world is named the world of organizations assuming cardinal importance in the fast-paced and ever changing world with individuals as their driving force. Undoubtedly, human being adopts pivotal and primary role as invaluable source for the organizations [1].

In the 1980's, we saw an increase in the attention paid to organizational culture as an important determinant of organizational success. Many experts began to argue that developing a strong organizational culture is essential for success. While the link between organizational culture and organizational effectiveness is far from certain, there is no denying that each organization has a unique social structure and that these social structures drive much of the individual behavior observed in organizations. Organizational culture is a complex and integrative phenomenon which encompasses the values, assumptions, interactions and behaviors within a particular group. As point of departure, this research adopted Martin's (2000) argument that culture is best studied through the cultural artifacts, being the most visible manifestations also of deep-seated values and assumptions. Organizational culture can be defined as a manifest pattern of behavior, informal values, norms, and beliefs that control how individuals and groups in an organization interact with each other and with people outside the organization [2].

The six organizational cultural dimensions, were identified by Glaser et al. [3], and include morale, supervision, information flow, teamwork, involvement and meetings. Morale is determined by good working relationships, respect for other employees, fairness, trust and organizational characteristics. The information flow is recognized through having sufficient information to do the job expectations, committed and stable relationship and communication with other working departments. Involvement is determined by drawing support and encouragement for putting forward and trying out the ideas and impacting the decision-making process. Supervision; is related to the clarity and relevance of feedback on performance offered by supervisors. Meetings; refers to the effectiveness and productivity of meetings, in which, individuals are able to freely declare their beliefs and share their ideas [4]. Organizational culture influences all the aspects of the organization's mission and goals, strategy development and formulation, organizational structure, communication, attitudes, motivation, performance, managers' and employees' innovative behavior and ultimately affects the organizational effectiveness [5]. One of the most important outcomes of organizational culture is the employees' career self-efficacy [6,7,8].

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The application of the Bandura's self-efficacy theory for the first time was discussed for career and professional conduct consultation by Hackett and Betz [9]. Self-efficacy refers to the individuals' beliefs about their abilities in reintegrating motivations, cognitive sources and applying control to a specific event. Bandura [10] discusses that individuals' belief regarding their self-efficacy forms the main part of their self-awareness. For creating and changing the self-efficacy belief system, four important sources have been determined. These sources are: mastery experiences (successful), vicarious experiences, social encouragement (verbal persuasion), psychological responses (physiological and emotional reactions). Also, self-efficacy affects the level of mental stress and pressure and the depression caused from threatening situations. Individuals with high self-efficacy, reduce their mental stress during stressful situations. Though, individuals with low self-efficacy experience a high level of stress in controlling threats and they expand their lack of self-efficacy and they see many environmental aspects as dangerous and threatening, which this matter can lead to mental stress for an individual. Individuals who believe they can control potential threats do not let disturbing factors into their minds and thus they are not disturbed by them.

Self-efficacy is a way of thinking, feeling and performing that shows, the individual approves him/herself, has trust in him/herself that he/she can achieve his/her most profound needs and goals. The performance of each individual is derived from his/ her belief towards him/herself and it is these beliefs that either helps individuals or harms them. In fact, individuals' beliefs of themselves are primary concepts that individuals live on that basis, and present an image of the individuals; an image that affects all the individuals' weaknesses and strengths and their relationship with the world, and basically the individuals' belief towards themselves and everything in their lives. Self-efficacy indices derived from Bandura [10], such as mastery experiences (successful), vicarious experiences, social encouragement (verbal persuasion), psychological responses (physiological and emotional reactions) were evaluated. Therefore, individuals must have a high sense of self-control in a manner that even with obstacles and negative consequences; they could still deal with their disappointments and failures with their great diligence and continue their path in the best possible way.

Self-efficacy constitutes three elements: motivation, efficiency and value that assert significant influence on career success [11]. Career self-efficacy includes four aspects including personal self-efficacy beliefs which indicate the individual's belief in his learning ability or conducting the activities in the required level [12]. Personal outcomes expectation is the individual's belief that his act will yield the expected results. A collective self-efficacy belief refers to a group, team or a larger social unit and is conceptualized in a group context both in the individual and group level. Finally, the collective outcomes are the individual's belief that group performance will deliver the satisfactory and desired results [13].

Zheng *et al.* [14] in their study titled "the relationship between Culture, structure, organizational strategy, organizational effectiveness and development of entrepreneurship in organizations" introduced the components of organizational culture specifically morale, such as trust, fairness and harmonious working relationship as more significant factors for the increase in knowledge management and career self-efficacy and improvement of innovative organizational acts [14]. Leon [15] concluded that different leadership styles tend to be associated with organizational culture and these will lead to the improvement of self-efficacy beliefs, career self-efficacy and innovative programs [15]. Sanjeev and Aditi [16] in their study titled "the relationship between organizational culture and leadership styles in the textile companies located in the north of India", found support for the relationship between the existing values of organizational culture and managers' leadership styles. The deeper the employees' commitment to the organizational culture and leadership style, the higher their career self-efficacy [16]. The results of the research done by Schaufeli and Salanova [17] demonstrated that there exists significant relationship between a high level of career self-efficacy and low degree of burnout (exhaustion and pessimism). Moreover, a high level of organizational culture is correlated to recognizing and appreciating the organizational culture [17]. Hoffman & Spataru [8] reported in a similar study that self-efficacy and positive expectations for the outcomes in an individual and group level is related to tenacity, perseverance and determination in contributing to the teamwork of an organization and cognitive-adjusted adequacies such as goal setting and efficient goal orientation which indicate an appropriate level of organizational culture [8]. With regard to the above-mentioned issues, the present research was an attempt to answer this question that whether or not there is a positive relationship between the components of organizational justice and career self-efficacy of the employees?

2. MATERIALS AND METHOD

As in this study we describe and study what already exists, thus it is a descriptive study. Since in descriptive studies the characteristics of the population under study can be investigated and evaluated, therefore this study is a survey type. On the other hand, the present study is also applied type, because it is for the purpose of responding to a practical issue or problem that exists in the real world. The statistical population included all the workers working in the water and Power Company, out of which a sample of 400 was selected based on Morgan table through random stratified sampling. The data gathering tools are as following:

Organizational Culture Survey (OCS) was developed by Glaser et al. [3]. The instrument consists of 36 items grouped into six subscales, which measure staff perceptions of teamwork, morale, information flow, involvement, supervision, and meetings. Glaser and colleagues established the OCS validity by using observations and 45-min critical incident interviews. Teamwork (8 items, $\alpha = 0.94$, score range 8–40) measures staff perceptions of coordination, honesty, support, and concern for each other (e.g., people I work with are direct and honest with each other). Morale (7 items, $\alpha = .95$, score range 7–35) assesses staff perceptions of the quality of their working relationships and organizational character (e.g., this organization respects its workers). Information flow (8 items, $\alpha=0.92$, score range 4–20) refers to the quality of communication between staff and their supervisors (e.g., I get the information I need to do my job well). Involvement (4 items, $\alpha= 0.92$, score range 4–20) measures the extent to which staff are involved in decision making (e.g., I have a say in decisions that affect my work). Supervision (8 items, $\alpha = 0.93$, score range 8–40) refers to staff perceptions of their supervisors (e.g., when I do a good job my supervisor tells me). The meetings subscale (5 items, $\alpha = .93$, score range 5–25) assesses staff’s perceptions of meetings (e.g., decisions made at meetings are put into action). Each item was scored on a 5-point scale (from 1 = to a very little extent to 5 = to a very great extent), with higher cumulative scores reflecting more favorable perceptions of organizational culture. In the present study, Cronbach’s $\alpha=0.98$ for the entire OCS (score range 36–180) and the reliability estimates for the separate subscales (0.92–0.95) were higher than the estimates (0.63–0.91) reported in the original research.

Job self-efficacy questionnaire was developed by Riggs et al. [18] and contained thirty one items. This questionnaire is based on a five-point scale ranging from 1 ("strongly agree") to 5 ("strongly disagree"). The alphas for these two scales were 0.53 and 0.57, respectively. Personal self-efficacy beliefs (10 items), personal outcomes expectation (8 items), collective self-efficacy beliefs (7 items) and collective outcomes expectation (6 items). The reliability of the scale in Riggs was reported to be between 0.85 and 0.88.

RESULTS

Table 1 displays descriptive statistics of all variables examined at the group level. As it can be observed, mean and standard deviation of organizational culture are equal to 101.94, 21.43; career self-efficacy equals 126.14, 16.06.

Canonical correlation analysis is used to identify and measure the associations among two sets of variables. Canonical correlation is appropriate in the same situations where multiple regression would be, but there are multiple inter correlated outcome variables. Canonical correlation analysis determines a set of canonical variates, orthogonal linear combinations of the variables within each set that best explain the variability both within and between sets. By default. Tests of significance of all canonical correlations tests all of the canonical dimensions together, listing four multivariate test statistics and their significance levels. Our null hypothesis is that our two sets of variables are not linearly related. We evaluate this hypothesis based on the p-values for the multivariate tests.

Initially, the results of significance tests are presented for the whole model, using four indices of multivariate significance in table 2. Subsequent to this, the Canonical correlation coefficient and multivariate tests for each of the components have been demonstrated.

The first canonical correlation takes on more significance as compared to the other correlations. The results of this study showed that the first pair of canonical independent variates set extracted 44 percent of the dependent variates. Canonical variates are called latent variables that are comparable to those obtained in the factor analysis.

Table 1. Means and standard deviations of employees’ scores in the research variables

Variable	Mean	Standard Deviation	N
Organizational Culture	101.94	21.43	400
Teamwork	26.60	6.42	400
Morale	21.29	6.88	400
Information Flow	13.01	3.01	400
Involvement	12.57	3.91	400
Supervision	28.45	6.02	400
Meetings	15.52	4.64	400
Job Self-Efficacy	126.14	16.06	400
Personal Self-Efficacy Beliefs	39.58	6.56	400
Personal Outcomes Expectation	24.08	6.63	400
Collective Self-Efficacy Beliefs	28.08	4.72	400
Collective Outcomes Expectation	34.39	5.34	400

Table 2. Multivariate significance analysis for Canonical analytical model (conventional)

Parameters	Value	Approx. F	Hypoth. DF	Error. DF	P
Pillai's trace	0.531	10.04	24	1572	0.001
Wilks' lambda	0.895	14.49	24	1154	0.001
Hotelling trace	0.507	12.18	24	1361.76	0.001
Roy's largest root	0.445				

Table 3. Canonical eigenvalues and correlation

Root No. Sq.cor	Sq. cor	Canon cor	Cum.pct	Pct	Eigen Value
1	0.445	0.667	89.91	89.91	0.804
2	0.060	0.245	97.10	7.19	0.064
3	0.021	0.144	99.50	2.39	0.021
4	0.004	0.066	100	0.49	0.004

Table 4. Redundancy index

Root No. Sq.cor	Wilksl	Approx. F	Hypoth. DF	Error. DF	P
1 To 4	0.507	12.18	24	1361.76	0.001
2 To 4	0.915	2.33	15	1079.78	0.003
3 To 4	0.974	1.26	8	784	0.258
4 To 4	0.995	0.58	3	393	0.627

The results of F test indicate that only two canonical correlations are statically significant. The first pair of canonical correlation was equal to 12.18 and the second pair was equal to 2.33. As shown in the model of the research both canonical variates are statically significant. The first pair demonstrates higher canonical correlation and is therefore considered as the strongest canonical correlation. Table 5 demonstrated the standard canonical coefficients for the predictor variables.

Table 5. Standard canonical coefficients for the predictor variables

Independent Variables	Standard Canonical Coefficients
	First Dimension
Teamwork	-0.348
Morale	-0.464
Information Flow	0.034
Involvement	-0.142
Supervision	-0.060
Meetings	-0.175

As shown in table 5, the standard canonical coefficients for the predictor variables can be observed. Standard canonical coefficients are employed to assess the relative importance of the role of variable in each of the dimensions and it can be analyzed like β coefficient analysis. Therefore, as it can be observed in table 5, more important variables in each dimension have been high lightened. In order to select the dominant variables in each dimension, the basic rule is that the lowest standard canonical coefficient should be 0.30. In the first dimension, morale (with standard canonical coefficient of -0.464) is dominant. The second dimension has lower correlational coefficient. Table 5 demonstrates the standard canonical coefficient for the criterion variables in the first dimension.

Table 6. Standard canonical coefficient for dependent variables

Independent Variables	Standard Canonical Coefficients
	First Dimension
Personal Self-Efficacy Beliefs	0.092
Personal Outcomes Expectation	-0.803
Collective Self-Efficacy Beliefs	-0.249
Collective Outcomes Expectation	-0.116

As observed in table 6, the variable which assumes more importance in the first dimension has been highlighted. In the first dimension personal outcomes expectation (with standard canonical coefficient of -0.80) set extracted the highest effect in explaining the first dimension.

As demonstrated in table 6, in the first set, morale is strongly correlated to the first canonical variate (-0.46). Therefore, it can be concluded that the first canonical variety demonstrates morale. Moreover, with regard to the table 6 in the second set, personal outcomes expectation has the highest correlation with the first canonical variate (-0.80). It can be concluded that two sets of the research variables have significant canonical correlation. That is to say that an employee who maintains higher morale has more individual outcomes expectation.

Overall, as the significance test for canonical correlation analysis demonstrates in table 4, the first pair has high canonical correlation. Therefore, the strongest canonical correlation is observed between the personal outcomes expectation from the first set as dependent variables and morale from the second set as independent variables.

DISCUSSION

The research results indicated that the strongest canonical correlation is observed between the personal outcomes expectation from the first set as dependent variables and morale from the second set as independent variables. This result is in line with research results carried out by Zheng et al. [14], Leon [15], Sanjeev and Aditi [16], Schaufeli and Salanova [17].

As results show, it can be concluded that the effect of organizational culture on its members is to a degree by which behavior, emotions, viewpoints and attitude of the organization's members can be understood and their possible feedback on the possible changes can be assessed, predicted and guided. Organizations are able to facilitate change and sustain the new directions through organizational culture [19].

Organizational culture establishes and retains members' identity and affirms their commitment [20]. The organizational values that employees internalize yield internal rewards and enhance their level of intrinsic motivation. Organizational culture can be considered as a source of meaning, a tool for analyzing the organizational events and behavior Modification [21]. Organizational culture and organizational climate can exert multiple effects on the career self-efficacy. Individuals can experience a sense of trust and harmonious working relationship in a culture-based organization and espouse the belief that they are able to carry out various pieces of research in their field of interest and get assured that won't be punished for displaying such exploratory behaviors. Therefore, employees' motivation and self-efficacy is influenced by organizational culture and organizational climate [22].

Organizational culture and healthy organizational climate provide sufficient performance related information and yields fitting reward which result in the enhancement of career self-efficacy. Cognitive theories assert that providing performance-based feedback and benefiting high morale in a culture lead to the formation of this idea that employees can have a sense of effectiveness through examining the results of their performance. Positive feelings will generate the employees' positive expectation with regard to the outcomes of performing job specifications [23]. A cooperative and favorite climate is established in the cultures that delegate the power and authority to the employees and encourage the worthwhile and constructive idea by granting their employees more independence and freedom. Results of the current investigation need to be viewed in light of this study's limitations. First, the analyses were conducted with one sample employed by one organization. Thus, this study represents a very conservative test of the effects found here. Despite the fact that this task environment appears to be amenable to investigations of this nature, generalization will require an assessment of a wider array of settings. Moreover, the sample size was marginal given the goals of the study.

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