



Analyzing the relationship between Organizational Culture and organizational commitment and attachment of the employees of the General Department of the Educational System of North Khorasan

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ABSTRACT

Organizational culture in one of the newest word in management literature that has been noticed too much by scholars and management experts. The researchers in organizational culture fields believe that the relation between culture and an organization is same as the relation between character and a person. The concept of organizational culture has been considered as an effective factor in productivity and performance. Good work culture that is developed between managers and employees is going to lead to organizational commitment, promotion of ethics, performance and higher productivity.

This research is conducted to study the commitment and organizational attachment among the employees of the General Department of Educational System of North Khorasan in 2012. The number population is 222, which according to Morgan determining tables of the sample (1999), 165 employees (15.28 % female and 83.6% male) are assigned and chosen using the simple stratified random sampling technique. This is a descriptive measurement study and the research instrument is a researcher-made questionnaire and the relationship between the variables is calculated by using Pearson's correlation coefficient.

After Data analysis: There is no significant linear relationship between Organizational Culture and Organizational commitment and attachment of the employees of the General Office of Educational System of North khorasan (GOESNK). There is significant linear relationship between the Functional feedback, Intimacy, Standard and the organizational commitment and attachment of the employees of GOESNK. There is a relationship between the Sense of responsibility and the organizational commitment and attachment of the employees of GOESNK.

The researcher concluded that there is no relationship between organizational commitment and Organizational Culture, Intimacy, Standard, the Sense of responsibility.

KEYWORDS: organizational commitment, Organizational Culture, Functional feedback

1. INTRODUCTION

Over the last twenty years, organizational culture has specifically attracted the attention of pundits, and hundreds of researchers have studied this subject and written several relevant books and articles. Investigation into organizational culture is not limited to management science centers, rather manufacturing, service, and business organizations also consider organizational culture as the key of success. They believe that managers who pay attention to this important factor and introduce it to their managerial practices obtain unique achievements. Many pundits agree that organizational culture is a system of common presumption of an organization's members about their respective organization. This feature distinguishes organizations from each other. Organizational culture is a general perception or understanding of members of an organization about it. Therefore, it may be expected that people with different capabilities and at different levels can exist in an organization, and describe organizational culture by identical or similar statements (Robins, 2007). Culture of an organization encompasses common beliefs, attitudes, assumptions, and expectations that guide behaviors in the absence of an explicit rule or instruction. In majority of organizations, this is the framework for managerial success. Culture can be a powerful source of identity, common objective, and flexible guidance (Armstrong, 2008, Rabi'e, Trans.). Researchers believe that exploring people's personality is essential for their development. Based on this, organizational culture should be investigated to initiate organizational development that leads to the growth of society. Basically, culture refers to the people's perception of their surrounding environment, and represents perspectives and behaviors. It also includes a moral concept that determines the border of wrong and right, or bad and good for every group, and generally affects the way managers and employees think and act. If we acknowledge that the life of today's humans is inseparable from institutions and organizations comprised of their fellow, we have to accept that a large part of their behaviors origin from such organizations. If rules and regulations of organizations form the formal behaviors of the employees, organizational culture will dictate their informal behaviors (Moshabbaki, 2009). To Shawn, culture strengthens social system, improves people's recognition, and shapes their behaviors. This means that accepting culture, And conforming to its fundamental principles and standards by an organization not only are a responsibility of that organization, but also guarantee its survival and

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dynamism. Shawn also believes that culture is comprised of three layers, namely products and inventions, supportive values, and basic assumptions. Organizations have a dominant organizational culture and some sub-cultures. The dominant culture is the one that has been accepted by the majority of members of an organization. The power of organizational culture depends on the number of committed members to the dominant values and norms of an organization, and also the quantity of the commitment. In addition, paying attention to employees, as the biggest and most important property of an organization, is a phenomenon that significantly grew over the last two decades. This movement, like some other efficient parts of management, is highly beneficial and applicable, has penetrated to all industrial and advanced countries, and has dramatically changed the basic principles of working with employees (Almalki, Almalki M, Fitzgerald G, Clark M., and Clark, 2012). Results from a study by Porter show that highly committed employees have better performance, and organizational commitment is a good predictor of organizational efficiency. Therefore, the researcher intends to study the relationship between organizational culture (performance feedback, intimacy, standard, and sense of responsibility) and organizational commitment of the employees of General Directorate of Education in North Khorasan Province.

2. MATERIALS AND METHODS

This descriptive-correlational survey has been done to investigate the relationship between organizational culture and organizational commitment among the employees of General Directorate of Education in 2012. The statistical population included 222 persons, among them 165 subjects (15.28% female and 83.6% male) were selected, using stratified random sampling, based on Krejcie and Morgan's Table (1999). Moreover, 41% of the subjects had 16-20 years of work experience, 17% had more than 20 years of work experience, and 8% had less than 6 years of work experience. The mean length of service was about 21 years, indicating that the employees of the General Directorate of Education of North Khorasan were among the experienced staff of Ministry of Education. With respect to the education, 73.9% of the investigated employees had bachelor degree, 18% had master and higher degrees, and only 8% of them had diploma or foundation degree. The highest and lowest frequencies (%) belonged to the master and foundation degrees. Research instrument included standardized Porter's 13-item inventory, comprised of three sub-scales namely emotional, continuous, and normative commitments. In addition, a researcher-made questionnaire was used to measure organizational culture (performance feedback, intimacy, standard, sense of responsibility).

3. RESULTS

1.4 Hypothesis

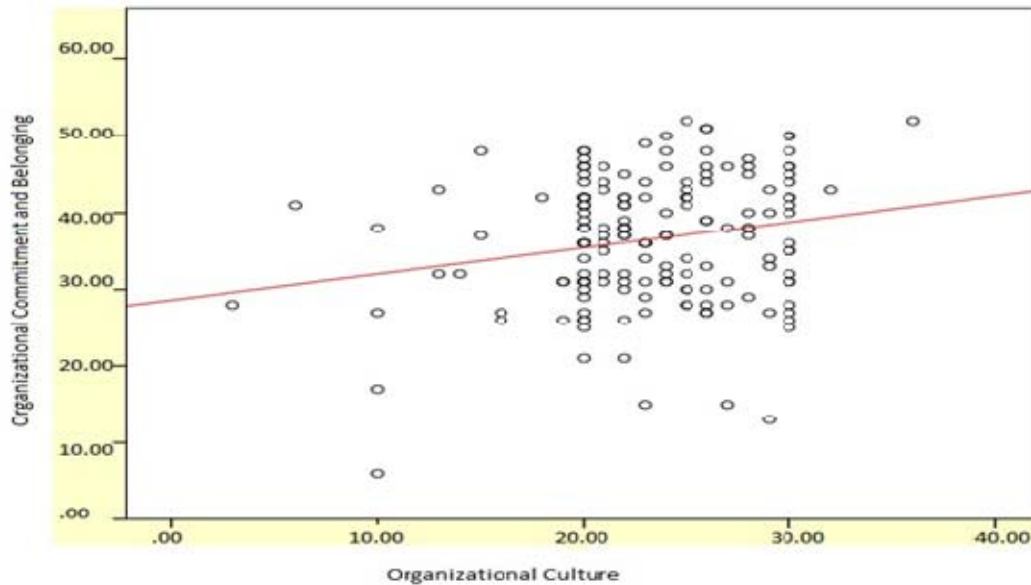
There is a significant linear relationship between organizational culture and organizational commitment of the employees of the General Directorate of Education of North Khorasan Province.

As can be seen in Table 1, there is not any significant linear relationship between organizational culture and organizational commitment of the employees of the General Directorate of Education of North Khorasan Province. There is a significant linear relationship between performance feedback, intimacy, standard, and sense of responsibility with organizational commitment of the employees of the General Directorate of Education of North Khorasan Province. There is not any significant linear relationship between sense of responsibility and organizational commitment of the employees of the General Directorate of Education of North Khorasan Province. Diagram 1 also demonstrates the distribution of investigation between organizational culture and organizational commitment.

Table1. The relationship between organizational culture and organizational commitment of the employees

Organizational Commitment	Sample Size	Pearson's Correlation coefficient	p-value
Organizational Culture	165	0.27	0.008
Performance Feedback	165	0.168	0.031
Intimacy	165	0.181	0.02
Standard	165	0.240	0.002
Sense of Responsibility	165	0.131	0.093

Diagram1. The distribution of investigation between organizational culture and organizational commitment



4. DISCUSSION

Researcher conducted this study to investigate the relationship between organizational culture (performance feedback, intimacy, standard, sense of responsibility) and organizational commitment among the employees of the General Directorate of Education of North Khorasan Province. He concluded that there is not any significant linear correlation in this regard, which was consistent with the findings of Moshabbaki (2009). Therefore, this hypothesis is rejected. To extract more precise results, it is required to obtain the linear relationship between the components of organizational culture (such as performance feedback, intimacy, standard, sense of responsibility) and organizational commitment of the employees of the General Directorate of Education of North Khorasan Province. According to the results, there is a significant linear relationship between performance feedback and organizational commitment of the employees of the General Directorate of Education of North Khorasan. It means that an increase in one component increases the other, confirming this hypothesis. In conclusion, there is a performance feedback system in the General Directorate of Education of North Khorasan and it is observed; in addition, the employees believe that a performance feedback system is an essential part of the organization with positive impact on organizational commitment of them. In addition, according to the results there is a significant linear relationship between the intimacy and standard components with organizational commitment of the employees of the General Directorate of Education of North Khorasan Province. Confirmation of these hypotheses implies that: The employees of the General Directorate of Education of North Khorasan hold the belief that the organization's activities are purposeful and cooperative, and they should pursue its objectives in connection and interaction with each other. Therefore, they consider intimacy as a prerequisite of this goal, leading to increased organizational commitment of the employees. The more clear and transparent standards, practices, strategies, and procedures are to the employees, the more they pursue the achievement of the organization's objectives with lower error rate. The obtained results indicate that the standards of the General Directorate of Education of Northern Khorasan have been observed and the activities are done purposefully in accordance with the guidelines, instructions, circulars, etc. Furthermore, the existence of intimacy and standard is significantly correlated with organizational commitment of the employees, and the more the former is improved the more the latter is enhanced. The results are consistent with those of Robins (1989) and Blanchard (1985).

In conclusion, it can be said that limited number of questions has impeded deep assessment of attitudes of the employees of the General Directorate of Education. In addition, questionnaire is intrinsically associates with several limitations that make it incapable of evaluating people's attitudes in details; therefore, other data collection instruments are required.

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