The Impact of Organizational Culture on Staff Retention in Markazi Province Gas Company

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ABSTRACT

Organizational culture is one of the most important internal factors of each organization, and since the human resource is among the most effective tools of any organization to achieve the desired goals, taking into account the expert and professional human resources and equipped management with human relationships and scientific findings in the field of organizational behavior can make the organization successful in achieving its objectives.

It should be investigated whether there is a positive understanding of organizational culture characteristics raised by Robbins in organizations as follows: individual creativity, responsibility for risk-taking, leading and guiding, integration, management support, control, direction, and organizational reward system with compliment phenomenon and communication pattern.

The main objective of this project is to investigate "a significant relationship between organizational culture and staff retention". 350 online questionnaires are distributed among the staff in Markazi Province Gas Company and 298 questionnaires are collected. The research hypotheses are examined through Friedman test, factor analysis, regression analysis and Fisher test, etc, by SPSS Software.

The hypothesis is studied through the questionnaire on available samples in statistical population of Markazi Province Gas Company and it is determined whether there is a significant relationship between the organizational culture features and staff retention.

KEYWORDS: Organizational culture, organizational culture features, staff retention

1- INTRODUCTION

The appropriate organizational culture supports the organizational strategy and mission. In global economy, most of the international organizations have a combination of American, European, Asian, etc, staff who work together with orientation towards the life and job. The main challenge of current managers' success is to help the staff in a way that they have the spirit of competitiveness in jobs and communicate better with global issues and legal opportunities for organization. Therefore, the organizations not only need to create the public and proper culture, but also they should create the personal cultural characteristics in themselves to maximize the staff performance (Armstrong, 2001: 29, and Ahmadpour Dayani, 2007: 79)

In the first place, the staff cultural orientation should be understood and secondly the appropriate culture identified and created in the organization. (Stanley, 1997: 91)

The organizational culture and its management have special place in new approach to organizations and the organizational culture is considered as the targeted structure along the organizations.

In this regard, the organizational culture provides different foci for study of organizations. Despite numerous studies on the introduction of organizational culture, the organizational culture is still one of the most controversial theoretical issues of organization. Furthermore, it is an appropriate tool for analyzing, understanding and predicting the organizational behavior, staff loyalty and commitment, effectiveness of leadership, creativity and initiative as well as the strategies of organization.

2- Organizational Culture

The organizational culture is a set of basic hypotheses which are created, explored and developed by employees in the organization to deal with the issues, adapt to environmental and achieve the internal unity and is proved that they are helpful and valuable, thus is conveyed to new members as the appropriate way of perception, thinking and feeling. In other words, the organizational culture is a set of values, guidance beliefs, understandings and ways of thinking which are shared among members in the organization and are considered by the new members as the appropriate ways of doing the works and thinking (Zarei Matin, 2000: 276 and 277).

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The organizational culture concept was first introduced byOuchi, William G. and Robert H. Waterman et al in the 1980sand the executives were also interested in it due to the relationship between organizational culture and performance.

In general, the organization is a cultural phenomenon and every organization has its own culture. Moreover, the metaphor of culture is among the metaphors utilized for understanding and analyzing the organizations. By taking into account the metaphor of culture for organization, it is emphasized on the important roles of organizational customs, stories, myths, artifacts and symbols and the manager is considered as the symbol of organization (Rezaeian, 2000: 88).

As the personality (which means a set of constant characteristics) is defined for individuals, the personality can be defined for organizations. The organizational culture is as the characteristic of any organizations, i.e. the organizations can be conservative, creative, timid, etc, like humans (Zarei Matin, 2000: 275).

The culture has an impact on decision making, problem solving, individual motivation and morale, the rate of innovation and creativity; in general, the management has no independent affairs of the culture role (Zarei Matin, 2000: 277).

The organizational culture grants a sense of identity to members in the organization. The culture creates the commitment beyond the personal interests and benefits (Robbins, P. Stephen, 2006: 374). The managers in organizations can control the staff employment and social affairs and behavior through the (strong) organizational culture and with unwritten rules, group norms of and cares caused by it (Robbins, 2006: 386).

The experts' findings confirm that the success of organizations requires the software such as the personnel, skills, staff styles and values (organizational culture) as well as the hardware such as the structure, strategy and systems. Furthermore, the successful implementation of strategies in organizations depends on the required cultural measures and the organization will not be changed without the consent and existence of organizational culture. It should be noted that the coordination of organization with its missions is the criterion for judging the organizational culture (Rezaeian, 2000: 250).

3- Features and models of organizational culture

Every nation thinks that its culture is better than other cultures. The culture, which makes the individual personality, has a special function in human societies to indicate its role in society; it consists of the following main characteristics:

1- Learned culture: The culture is created by a set of new habits and is a learned phenomenon which should obey the learning rules, so that the homogeneity and coordination can be considered in all normal cultures on this basis.

2- Educated culture: The human is largely limited by the language by which he knows the world to become familiar with its phenomena. The truth is that the habit of speaking and language apply the pre-interpretations for the facts and realities of life, thus the person understand the life on this basis.

3- Social culture: The cultural habits have the social roots and numerous people participate in it while living in groups and communities. Not only the cultural habits are learned and transferred to other people over time, but also they have the social roots.

4- Mental and imaginational: The cultural habits have the social roots, and numerous people participate in it while living in groups and communities. Not only the cultural habits become mental or come in words as the norms with behavioral and ideal patterns, thus it is better to consider the culture as the mental and normal affair in an extent.

5- Satisfactory culture: The cultural elements remain constant as far as they satisfy the people in the society. The culture always and necessarily provides the basic biological needs and secondary needs arisen from them; this culture is built from the habits and strengthens the habits to retain them.

6- Consistency is the process of cultural transformation along with the adaptation and compatibility.

7- Integrating: Cultural elements tend to create the integrated and consistent body. As the result of consistency process which requires the time, the cultural elements build a unit and consistent body (Zahedi, 2002: 84, and Stanley,1997: 165 and Robbins, 1995: 68).

In this regard, several researchers have developed various models in terms of quality and quantity in order to determine the cultures; two important cases are mentioned as follows.

4- Hofstede model

This model is based on the research conducted on cultural differences in ten organizations of Denmark and the Netherlands as follows:

- Innovation and risk-taking: Seeking the new opportunities, risk taking, trying the new approaches, and lack of troublesome formal policies and rules

- Stability and security: Predictability, security and use of clear procedures and rules for governing the behavior; the organization is control-oriented in such this case; in contrary, the free organization has a few control.

- Respect for people: tolerating different believes, justice and respect for others. Ina staff-oriented organization, the individuals are considered valuable and important and take decisions in a decentralized space; the task-oriented organization is opposite the staff-oriented one.
- Result orientation: The organization is success with high expectations about the results, success-orientation and supportive policy; on the contrary, the avoidant organization seeks for security.
- Team-orientation and cooperation: In organizations with open communications, the employees working together through coordination and cooperation; the organizations with limited communications are opposite to them. In the first type of organizations, the information among the people is more dispersed and more extensive than the second ones.
- Aggression and competition: These indexes determine the customer-orientation versus the introversion (Torabikia, 1998: 6, 95).

5- Robbins's Model

According to Robbins's viewpoint, it seems that there are ten characteristics which generally represent the organizational culture nature; these ten features are as follows:
- Individual creativity: The individual responsibility, freedom of action and independence.
- Risk-taking: The extent to which the employees are encouraged to initiate, take the risky affairs and follow the ambitions.
- Guidance and leadership: The extent to which the expected objectives and practices are identified.
- Integrity: The extent or degree to which the units within an organization are coordinated.
- Management support: The extent or degree to which the managers communicate with their subordinates, and help or support them.
- Control: The number of laws and regulations and managers' direct supervision of employees' behavior.
- Identity: The extent or degree to which the individuals introduces himself according to the whole organization (and not a specific group or field in which the person is skillful).
- Reward system: The extent or degree to which the method of allocating the rewards (i.e., the salary and promotion) are based on the employee performance indexes, not based on the years of service, favoritism and such these indexes.
- Compromising with conflict phenomenon: The extent or degree to which the employees are encouraged to deal with conflict and welcome the overt criticisms.
- Communication Pattern: The extent or degree to which the organizational communications are limited to the hierarchy of formal authority.

Each of these features are on a scale ranging from very low to very high, thus if the organizational culture is considered according to these ten indexes, its more complete image is obtained. This image becomes the basis which reflects the type of members' feelings, their common inferences, the way of taking measures and type of their behavior. (Robbins, 1995: 966-7)

6- Factors affecting the staff retention
Security

Providing the qualified manpower requires a high investment. The security is what retains the employees and human resources in the organization and this save the organizational investment. It is essential to prevent the incidents and create the healthy environment for staff. It is important due to the high statistics of incidents and the insecure nature of workplace. (R.Simson, 1986: 11)

Hygiene

The Hygiene is another factor in staff retention. Every year, million dollars reduction as the loss is made inefficiency due to the lack of hygiene programs staff. Some of these losses are because of absenteeism due to the ordinary diseases. Other diseases, known as the occupational diseases, are resulted from the type of work appeared in staff as the physical and mental distress and disorder (Seyed Javadin, 2002: 622).

Occupational physical standards

In addition to the measures to attract the staff job satisfaction, the managers should also create the conditions to ensure that employees 'feeling of peace and comfort. The physical condition of work place is one of the effective factors in creating the proper spirit in organization's staff because the physical conditions enhance the efficiency as well as the unconscious effect on employees to be attached to the workplace, and this will reduce the issues such as delay in workplace, resignation, discouragement of job, etc, and retain the efficient labor.(Kazemi, 1993: 153)

Benefits

Providing the benefit is the managers' one of the main tasks in organization and plays the key role in staff retention (Mirsepasi, 1985: 375), thus the staff benefits has been taken into more account during the past

fifty years. Before the 1950s, the benefits were usually known as the "side assistance" because they were integral parts of employee's cash salary, but nowadays this side assistance is developed and changed to the budgets which contribute in 18% to 65% of staff paid salary (Sinjer, 1999: 498).

Services

The welfare services are among the main factors of human resources retention and in fact complement the mentioned factors for staff retention. The management measures for establishing the welfare services are not one-way and the relevant programs should be developed based on the theory of assistance and should have the fatherly and gentlemanly aspect for staff and any measures in this regard should be based on the individual contribution, and common and mutual responsibility away from any discrimination. (Mirsepasi, 2002: 319)

7- Research Background

Robbins has defined the organizational culture as the common and general understanding among the individuals in organization, and Denison also emphasizes that the organizational culture means the basic values , beliefs and ethics which play the role for stability of an organizational management system. According to Sorensen's viewpoint, the organizational culture is a system of values and ethical standards which reflect the employees' specific attitudes and behavior in any organization, and an the organization has a strong culture if these values and ethical standards become widespread in the organization because the developed level of staff consistency is one of the consequences of organizational culture. (Sakaran, 2000: 697)

In the late 1920s, the research was conducted to understand the organizational work according to Houghton's cultural criteria which emphasized on the importance of culture in specific work groups, the specific communicational for productivity and the managers' ways of communication with staff. In this regard, McGregor argued that the movement of communication began due to Houghton's studies and then led to the management, and cultural understanding of organizations (Fakhraei, 2004: 55).

The organizational culture is one of the most important theoretical concepts in development of organization and the largest numbers of studies are conducted in this field. Gerber, Nel and Van believe that the organizational culture is the organizational identity, behavior and ethical practices within the organization, thus it is important since it helps the managers to understand their employees' feeling. (Schein, 2003: 281)

According to the research investigation on the productivity of 1300 large organizations in the United States, it was found that this factor changes the organizational cultures to create the organizations which focus on fulfilling the staff needs by their main strategies. Like Peters and Waterman, Deal and Kennedy believe that the cultural power is a strong leverage for behavior management.

Table (1) History of research in the world

Dr. Jerry West Burke -2001	The impact of organizational culture on the engineers 'satisfaction in technology	There is a positive relationship between organizational culture and job satisfaction level.
Mr. Alberto Ivo and Francisco Galati and Ms. Barbara Bigliardi, 2012	The impact of organizational culture on knowledge staff job satisfaction	The organizational culture has a significant impact on increased or decreased level of job satisfaction and can lead to the increased knowledge staff participation and thus enhanced job satisfaction.
Cisik and Calhan,2011	The interaction between organizational culture and training in development programs	There is an interaction between the organizational culture and development programs in education of any organization.

Table (2) Research background in Iran

Islamic Azad University, Science and Research Branch / Ms. Morvarid Shojaei -2004	Investigating the impact of organizational culture on attracting and retaining the qualified staff (Case Study: Department of Transportation)	The cultural pattern of department of transportation neither follows the full participation model, nor the mere hierarchical model, but the combination of these two models governs the organization.
Shahid Beheshti University, Tehran/ Mr. Abbas Sangi Nourpour-1998	Investigating the impact of organizational culture on attracting and retaining the skilled staff	There is a positive relationship between the organizational culture and skilled staff attraction and retention in organization.
Islamic Azad University of Kerman/ Mr. Hamidreza Sargazi-1997	Investigating the factors influencing the skilled staff attraction and retention in Jahad Sazandegi Organization of Sistan and Baluchestan province.	Attracting and retaining the skilled and efficient staff in underserved areas (especially Sistan and Baluchestan) taking the specific measures

8- RESEARCH METHOD

Certainly, the organizations have always played the key roles in economic and social development in developed and developing countries, but this question is raised that how the efficiency of these organizations can be improved? (Feghhi Farahmand, 2003: 284).

The minor modifications and emergence of cultural management styles can be considered as the strategies to increase the efficiency and effectiveness of these organizations (Prokopenko and Palvin, 1991: 2). Therefore, the aim of this study is to identify various relationships between different dimensions of

organizational culture and evaluation of their current situation in order to develop and strengthen the organizational attitude in companies, and it is applied since its results can be utilized in planning for different categories of organizational management (Hafeznia, 2003: 57).

It should be noted that SPSS software and descriptive statistics are utilized for hypothesis test; and also Pearson correlation coefficient and completed regression (Azar, 2006) are applied for determining the significant difference and under standing the cultural features and its impact on staff retention in different sectors. (Taheri, 1997)

In this regard, the aim of this study is to assess the organizational culture in Markazi Province Gas Company to determine whether there is a positive understanding of organizational culture features based on Robbins's model and ten features in this model? Thus based on this aim, the main hypothesis investigates whether there is a statistical significant relationship between the features of organizational culture in Markazi Province Gas Company.

Five-point Likert scale is applied to collect data in all sectors of Markazi Province Gas Company. To investigate the reliability, 40 questionnaires are distributed, and Cronbach's alpha coefficient is obtained equal to 0.935 after collecting all questionnaires and this indicates acceptable reliability of questionnaires.

Bartlett's test and KMO index are applied for obtaining the investigating the reliability through consultation with advisors and supervisor professors and utilizing KMO index, and thus the coefficient of 0.732 indicate the appropriate reliability of questionnaire.

Cochrane[1]formula is applied to determine the sample size according to the quality of variables at the confidence level of 95% considering other parameters of research sample size and it is found according to the number of staff that at least 239 questionnaires should be distributed and the researcher distributed 350 questionnaires for raising the reliability coefficient. Markazi Province Gas Company has 634 employees in province; from this number 211 ones are official and the others are contract employees. The researcher distributed 350 questionnaires for employees and performed the statistical analysis after collecting 298 questionnaires.

9- Statistical analysis of hypothesis
Agreed tables and Chi-squares

Table (3) Chi-square test of relationship between organizational culture and skilled staffretention

	Value	df	Significance level
Pearson Chi-square	166.035	6	0.000
Relative probability	111.470	6	0.000
Linear correlation	92.868	1	0.000
Accepted cases	298		

As shown in Table (4-19) for Chi-square, the organizational culture and skilled staff retention are different and this difference is statistically significant when P-Value or Sig. is less than 0.05 in the table.
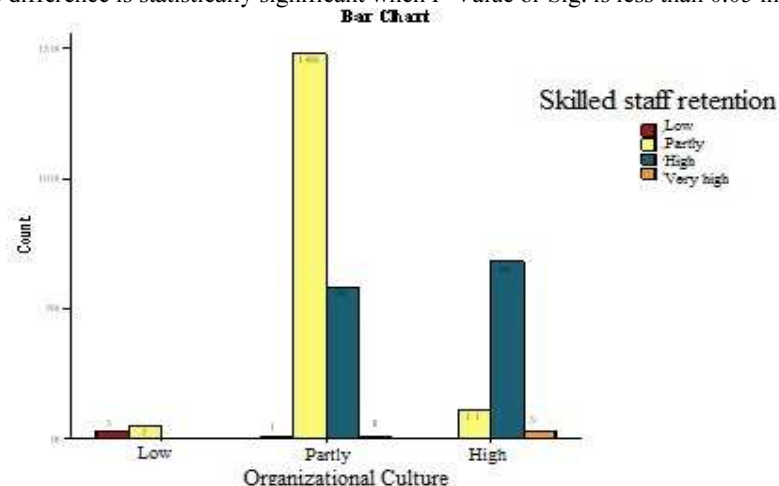

Diagram (1): Organizational culture and skilled staffing retention (chi-square)

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[1]Measurement of statistical sample size through Cochran formula with finite population size

$$n = \frac{N \times z^2\alpha/2 \times \delta^2}{\left[(N-1)\times \varepsilon^2\right] + \left(z^2\alpha/2 \times \delta^2\right)}$$

n = $634(1.96)^2 *(0.5)^2/(633)*(0.05)^2+(1.96)^2*(0.5)^2 \approx 239$

Correlation Analysis

The amount of relationship between the organizational culture and skilled staff retention is obtained equal to 0.757 by Pearson correlation as shown in the table, and this indicates that both two variables are correlated to each other directly, i.e. by increasing one of them (organizational culture), another one (skilled staff retention) will be also increased. It is noteworthy that when the correlation converges to zero, it indicates the weak and insignificant relationship, while when this value converges to 1 or -1, it indicates the strong relationship. The positive and negative value also represents the direction of relationship, so that if the value is positively correlated, the relationship is direct (i.e., by increasing one of them, another one is enhanced), and it is negative, the relationship is inverse (i.e., increasing one of them, another one is reduced).

Table (4) Pearson Correlation between organizational culture and skilled staff retention

		Organizational Culture	Skilled staff retention
Organizational Culture	Pearson Correlation	1	0.757
	Significance level	-	0.000
	N		
		298	298

Factor Extraction

Factor extraction is performed based on correlation correlations between main factors and variables. If the values of factor loading are squared, it shows what percentage of variance is explained in a variable by that factor. In the following table, each column with highest correlation coefficient indicates the main factor. According to the previous findings, we know that three variables are known as the main factors. Now, those three factors should be detected. As shown, the highest correlation coefficient in the first column is for H7 component with the value of 0.740, highest correlation coefficient in the second column is forH4 component equal to 0.778, and in the third column forH1 component with the value of 0.776. Therefore, the components, namely, "H7", "H4" and "H1" have the highest impact in skiiled staff retention variable in terms of Gas Company employees' viewpoints.

Table (5) Factor extraction based on correlation coefficients between main variables and

	Variables		
	1	2	3
H1	0.329	0.095	0.776
H2	0.551	0.113	0.061
H3	-0.261	-0.284	0.617
H4	-0.024	0.778	-0.009
H5	0.578	0.480	-0.039
H6	0.633	0.176	0.198
H7	0.740	-0.256	-0.304
H8	0.157	0.651	-0.070

Table (6) Factor extraction based on the matrix of coefficients between main variables and factors

	Variables		
	1	2	3
H1	0.177	0.036	0.692
H2	0.313	-0.017	0.055
H3	-0.109	-0.141	0.542
H4	-0.160	0.583	0.019
H5	0.261	0.248	-0.022
H6	0.350	0.019	0.179
H7	0.499	-0.340	-0.284
H8	-0.027	0.453	-0.040

As shown, the same results are repeated.

10-Hypotheses Test

There is a significant relationship between the existing organizational culture and skilled staff retention in Markazi Province Gas Company.
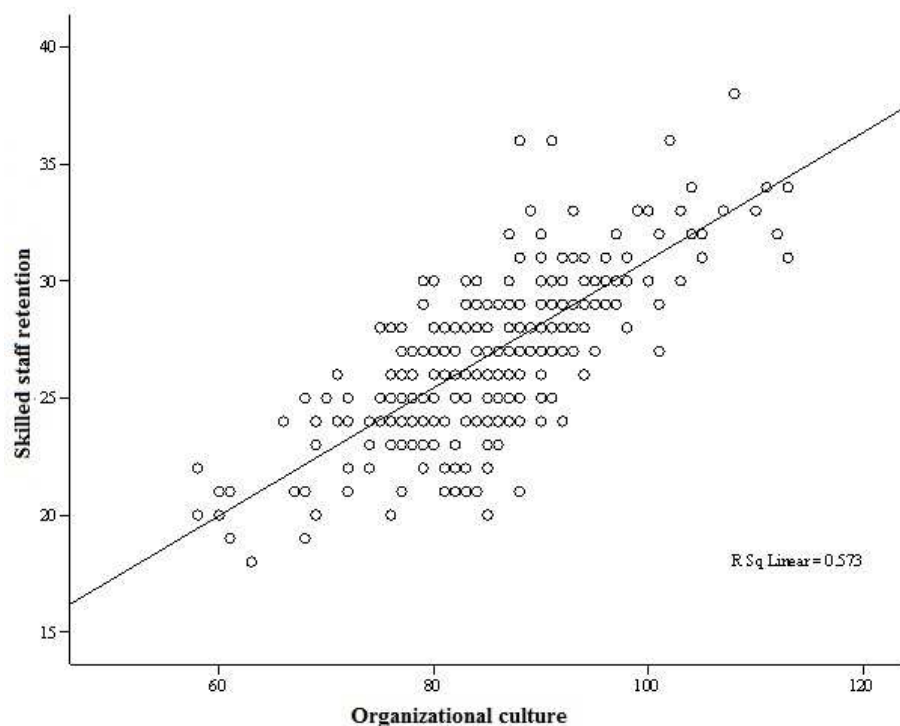
Diagram 2: Dot Diagram between the scores of organizational culture and skilled staff retention variables and their regression lines

Regression analysis

Table (7) Regression Analysis

		Staff retention	Organizational Culture
Pearson correlation	Staff retention	1000	0.757
	Organizational Culture	0.757	1000
Significance level	Staff retention	-	0.000
	Organizational Culture	0.000	-
Total	Staff retention	298	298
	Organizational Culture	298	298

The amount of relationship between organizational culture and staff retention equal to 0.757 obtained from Pearson Correlation according to the table indicates that these two variables are directly correlated; in other words, the increase in one of them (organizational culture) will lead to the significant increase in another (skilled staff retention).

Table (8) Regression model for the scores of organizational culture and skilled staff retention variables

Error Deviation from estimation	Adjusted correlation coefficient square	Correlation coefficient square	Correlation coefficient
2.290	0.571	0.573	0.757

According to the table above, the absolute value of correlation coefficient between organizational culture and skilled staff retention is equal to 0.757. If the correlation coefficient is exponentiated to 2 (0.573), another useful statistic is obtained and it represents the ratio of observed dispersion in dependent variable explained by the regression model. According to RSquarestatistics, about 57.3% of observed dispersion in the skilled staff retention variable can be explained by organizational culture variable. Adjusted R Square, or adjusted R^2, is the estimate of how much the model is fitted by data of other samples taken from the same population.

11- Conclusion

According to the statistics obtained from the table of age, it should be noted that the newcomers to organization and also the staff with over 50 years of age have less participation in responding to the questionnaires, and the less familiarity with workplace is the main cause of this case for new staff, but the employees' behavior is thinkable in this regard; and numerous studies should be conducted to understand the

reason of this issue. For years of experience, it is also shown that the experienced employees are less inclined to participate in responding to the questionnaires and show less incentive.

Despite the fact that the employees with Diploma degree make up a substantial statistical population, they have less participation than other staff; thus the managers should pay attention to this case in order to investigate the cause of this less participation.

According to the obtained statistics, this hypothesis is accepted and this implies that the organizational culture has a significant impact on the skilled staff retention in Markazi Province Gas Company.

Furthermore, according to the obtained results, it is determined that the absolute value of correlation coefficient between the organizational culture and skilled staff retention is equal to 0.757. In the case that the correlation coefficient is exponentiated to 2 (0.573), another useful statistics is obtained and it shows that there is a reasonable correlation between these two variables and it can be concluded that there is a significant relationship between the organizational culture and skilled staff in gas company in Markazi Province Gas Company.

This finding is consistent with other results based on which it can be inferred that the organizational culture has an impact on the staff retention in Markazi Province Gas Company and this can be the strong point for senior managers to have positive impact on staff behavior.

12- Suggestions

Given the employees' willingness to participate in decision-making, it is suggested taking measures to create the infrastructure for staff higher participation in decision making according to their expertise.

Given the employees' tendencies towards group participation and collaboration, it is suggested planning the affairs in a way that the employees are able to do their tasks in groups and teams if possible.

The employees partially believe that they are treated fairly, but they feel a greater need to be supported in tasks, thus is it suggested that they should be more supported in all fields.

Paying attention to all employees' individual differences is one of the most important factors which can be achieved in labor efficiency; and motivating the employees is one of the major and essential conditions for achieving this objective in any jobs. Therefore, the identification of individual differences can help the manager to get a better understanding of their staff, and thus take measures with the aim at providing the staff essential needs.

The organizational promotion and practices which are often based on the seniority are other important issues in encouraging the employees to provide better work, ensure participation, and encourage them, thus it is recommended considering the staff performance evaluation and employee participation as the bases for promotion.

Educational process is one of the motivation stimuli in employees; hence, it is essential to provide the professional training for those employing in the organization as well as the official and public training at all levels of organization; the main issue is the continuation of education in this regard.

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