

## Any Relationship between Organizational Culture and Job Stress of Personnel (Case Study: Governmental Departments at Firooz Abad City)

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### ABSTRACT

The real purpose of this research is to find any relationship between organizational culture and job stress of personnel. Research method is correlation type. Therefore both organizational culture & job stress questionnaires have been used for collection of data. The resistance coefficients are respectively 0.7476 & 0.8648. Statistical population include all personnel at governmental departments at Firooz Abad city (N=1050) from which 282 persons selected as statistical sample in this research. Explanatory statistic index, Pierson correlation coefficient, Eta square correlation coefficient and independent T test were used for data analysis. According to the results, we have:

- There is a meaningful and negative relation between organizational culture & job stress.
- There is a relationship between organizational culture & academic records.
- There is a relationship between job stress and academic records.
- Organizational culture is different between men and women.

Job stress is different between men and women.

**KEY WORDS:** Organizational Culture, Job Stress, Staff.

### INTRODUCTION

Changing the attitudes about the organizations is one of the basic changes of today world. Today world belongs to the organizations. Human being is the founder of all organizations. This means that human is the most valuable source of the organizations. Organizational culture means all common beliefs in an organization. Then more and deeper common beliefs may result in more powerful culture and more different beliefs may result in little common aspects and weaker organizational culture.

According to the recent researches it is possible to specify seven major specifications including the organizational culture which are:

- 1- Innovation
- 2- Risk acceptance
- 3- Pay attention to details
- 4- Pay attention to the result
- 5- Pay attention to people
- 6- Team making
- 7- Change, Fixedness<sup>2</sup>.

Followings are different factors with basic roles in creation of an organizational culture:

**A: Founders:** It means the founders of an organization who will make final decisions about the nature of the established organization and/or further goals. Therefore they have a basic and critical role.

**B: Environment:** Environment has a critical and indirect role in creation of an organizational culture. It may specify any organizational policies and manner of finding them. Any organizations with lack of compatible culture with out-organizational necessities and surrounding environment of organization will never find any success and finally will be ruined.

**C: Organizational personnel:** Any election of non-compatible persons with organizational culture, primary methods created by the founder and /or any persons who may not accept the primary culture of the organization especially master people and/or managers may finally resulted in changing of the organizational culture. For this purpose it is necessary to appoint any people for the organization and its activities who are in compatible with it.

Stress is the indirect result of any place in which different peoples are working with each other. The official meaning of stress is a tension of people for facing with extraordinary requests, pressures and opportunities. Related factors of the work may create obviously job stress. According to a research about %46 of personnel stated that they have a lot of job stress and %34 stated that they have decided to leave their job because of high levels of stress. The mentioned job stresses may be resulted from extraordinary high or low level of job expectations, any contrast in role or ambiguities, weak relations among people or slow/quick progress of the job. In another study when it was asked that which factors may resulted in more stress the answers of personnel were as follows:

- Lack of performance a desirable job (%34)
- Accepting the current job (%30)

- Over-work (%28)
- Having a serious and rigid boss (%18)<sup>1</sup>

Regarding the title of this study, the general goal of this research is to specify a relation between organizational culture and job stress.

### RESEARCH LITERATURE

#### Organizational culture

In 1980 Organizational culture was presented by Ouchy Waterman and others as the most important and discussing subject in the field of organizational behavior.

#### Ouchy, Peters and Waterman studies

Although there is not a special framework for description of organizational culture, but there are a lot of proposals in this field. It is possible to compare American & Japanese companies described by Ouchy and successful American companies explained by Peters and Waterman.

Ouchy's framework

American companies	American companies Type Z	Japanese companies	Cultural value
Short-term employment	Long-term employment	Life employment	Obligatory against personnel
Quick & Quantitative	Smooth & Quantitative	Smooth & Quantitative	Evaluation
Limited	A little wide	Very wide	<b>Very very wide</b>
Precise & Official	Included & non-official	Included & Non-included	Control
Personal	Group & Compatible	Group & Compatible	Decision making
Personal	Personal	Group	Responsibility
Limited	General	General	Benevolence

Peters & Waterman Framework (Organizational culture)

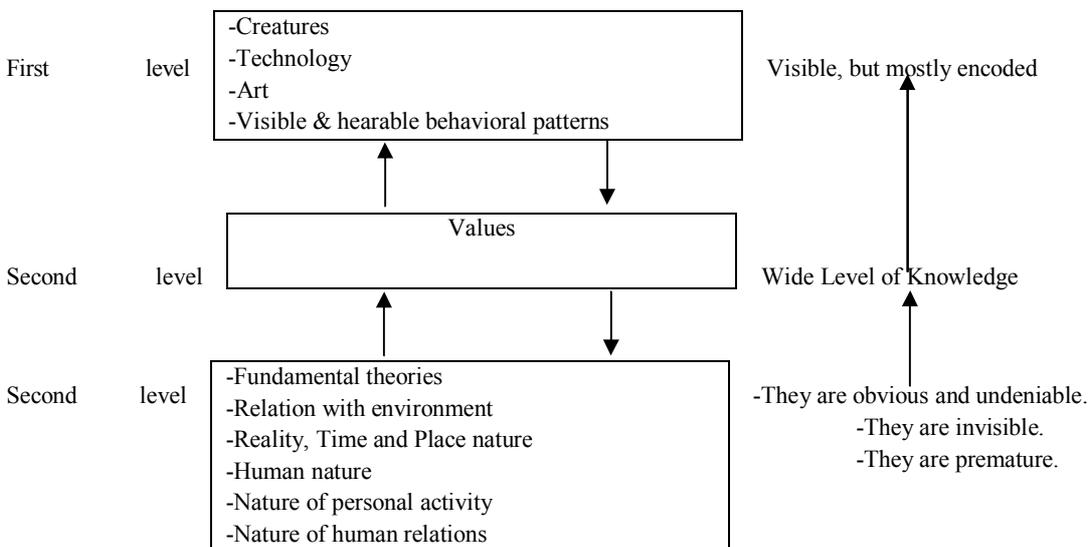
Different signs of an excellent company

- 1-Bias of action
- 2- Stay close to the customer
- 3-Encourage autonomy & entrepreneurship
- 4-Encourage productivity through people
- 5-Hands-on management
- 6-Stick to the knitting
- 7-Simple form, lean staff
- 8-Simultaneously loosely & tightly organized

#### Edgard Shine Studies

According to the presented model by “Edgard Shine” it is completely possible to specify culture levels and their interactions with each other. He believes that organizational culture has three levels as follows:

- A) First level: Upper stage: Including the behaviors, signs & physical symbols
- B) Second level: Middle stage: Including the orders, beliefs, values and attitudes
- C) Third level: Lower stage: Including the theories, fundamental & basic beliefs



#### **D) Case explanation**

Like people with exclusive personality, all organizations have exclusive personality and different cultural elements and relations as well. This is the real item for any differences between an organization and the other. Most of scientists consider the culture as an integral part of the organizational success. Although it is obvious that culture can not specify only what may happen in an organization but it has an effective influence on all aspects of it. Organizational culture has an obvious effect on personnel behavior. It may enrich the people to work with each other in order to obtain their organizational goals with the best situation. It is possible to have better organizational efficiency and effects in a suitable organizational culture and in an environment free from mental pressures and stress. The real goal of all organizational efforts is to find effectiveness. In order to have an effective organization we need a suitable place free from any stresses. This is so much important because of transferring the effects of stress from one environment to another. Job stress will mostly damage any relations between people and loose further chances and job consequences and destruct life quality in general. The mentioned damages to personal life of people plus real economic costs show that job stress is a problem with unbelievable social – economic dimensions. Therefore most companies and industrial developed countries may provide various facilities for prevention of job stress in personnel. As a result this project intends to find any relation between organizational culture and job stress of personnel.

#### **Job stress**

Stress is an English word meaning pressure and force and would be applied with the same in different languages. In Persian language it means mental pressure which is not completely the real meaning of stress.

As the Father of stress, Hans Sallie started his studies about job stress in 1965. He explained stress as a new phenomenon. Holms & Rahe had a wide range of studies about any effects of stress on human life accidents. The mentioned accidents are named as Holms & Rahe classification table of social compliance<sup>1</sup>.

Kyriako & Sutcliff consider the followings as the effective factors on job stress:

- 1) Job volume
- 2) Lack of professional growth
- 3) Lack of social position
- 4) Current relations among personnel
- 5) Relevant factors of academic progress in students
- 6) Relevant factors of salary & allowances<sup>2</sup>

Ivancevich & Matteson believe that nervous stress is not always very bad in contrast with public belief that considers stress with a negative meaning. Of course there is another form of stress with negative form named as Distress. It is obvious when we are sad because of death of our dearest person and/or punishment of the boss. But there is a positive and acceptable situation for stress which is named as Eustress. For example a student includes in encouragement list and/or proposing a better job to an employee. This person will experience a nervous pressure which is not negative at all.

Through a research, Lowenstein managed to find the real reasons and signs and preventive method of job stress. He stated that job stress may led to tiredness and bodily fatigue and suffering from any diseases.

Woods believes stress may cause different problems in people as follows:

- Lack of mental health: Mental grief, depression, anxiety
- Lack of bodily health: Disease, Insomnia, Headache and bodily diseases
- Reduction of efficiency: Job dissatisfaction, Absence, Reduction of output and generally reduction of work level<sup>1</sup>.

#### **Research theories**

- It seems that there is a meaningful relation between organizational culture & Job stress.
- It seems that there is a meaningful relation between organizational culture & academic records.
- It seems that there is a meaningful relation between Job stress and academic records.
- It seems that there is a meaningful difference between organizational culture of men and women.
- It seems that there is a meaningful difference between Job stress of men and women.

### **RESEARCH METHOD**

The present research method is correlation type. In this type of research we have the researcher who intends to know whether there is any relation and correlation between two things and/or two groups or not. If yes, which type is it and how much is it?

#### **Statistical Population & Sampling method**

Statistical population means a group of people for whom the researcher intends to makes a research. Statistical population of this research includes all personnel working at different departments of Firooz Abad City (1050 persons). Sampling method is simple random one in which one of the members has an equal and independent

chance for considering in the sample. The real meaning of independency is selection of a member without any effects on election of other members.

**Sample volume**

Sample group means an indirect collection of statistical population through which the researcher is able to find a result towards total statistical population. This is necessary to mention that sample quantity (282 persons) is obtained through Kookran formulation for expanding the results for the whole.

**Data collection method**

**Library resources**

Library method is used for writing of research literature and data collection in this research:

**Questionnaire**

We used a questionnaire for this research including the following parts:

A-Organizational culture questionnaire including 24 questions of 5 options according to the Likert criteria and for different dimensions of innovation, risk acceptance, pay attention to details, pay attention to the result, pay attention to people, team making, change and fixedness.

B-Stress questionnaire including 25 questions of 5 options according to the Likert criterion for various dimensions such as More responsibilities, others' responsibility, High pressure and Making decision.

**Narration & Validity**

Rather than to benefit from valid questionnaire it is possible to benefit from the idea of relevant professors for more insurance about narration of questionnaire content.

The Chronbakh  $\alpha$  coefficient is used for estimation the validity of questionnaire. According to the calculations, the  $\alpha$  coefficient for organizational culture was 0.7476 and for job stress was 0.8648.

**Data analysis**

Following tests are used in this research for data analysis and determination of any relationship between research variants:

Pierson correlation coefficient for specifying any relation between organizational culture & job stress variants (1<sup>st</sup> Theory), Eta correlation coefficient for specifying any relation between organizational culture and job stress with academic records (2<sup>nd</sup> & 3<sup>rd</sup> theories), t test for comparing any averages between both independent groups of male & female (4<sup>th</sup> & 5<sup>th</sup> theories).

**1-Analysis of ethnological statements**

A: Table 1 shows relevant explanatory information about gender classification of sample people. According to the explanatory statistic indexes about %52.5 of personnel are female and %47.5 are male.

Table 1- Distribution of statistical sample according to the gender

	Abundance	Percentage	Valid percentage	Group abundance
Woman	148	5/52	5/52	5/52
Man	134	5/47	5/47	100
Total	282	100	100	

B: Table 2 shows the relevant explanatory information about classification based upon academic records of sample people. According to the results about %7 of personnel do not have high school diploma, %16.3 have high school diploma, %63.8 have Bachelor of Science degree and %19.1 have higher degree than B.C.

Table 2-Distribution of statistic sample according to the academic records

Value	Abundance	Percentage	Valid percentage	Group abundance
Below high school diploma	2	0.7	0.7	0.7
High school diploma	46	16.3	16.3	17
Bachelor of science	180	63.8	63.8	80.9
Upper than Bachelor of science	54	19.1	19.1	100
Total	282	100	100	

C:Table 3 shows the relevant explanatory information about marital status of sample people. Therefore about %32.6 of them are single and %47.4 are married.

Table 3- Distribution of statistical sample according to the marital status

	Abundance	Percentage	Valid percentage	Group abundance
Single	92	6/32	6/32	6/32
Married	190	4/67	4/67	100
Total	282	100	100	

**2-Analysis of theories**

**A-1<sup>st</sup> theory**

Pierson correlation coefficient is used for determining any relation between organizational culture and job stress of personnel. Correlation coefficient of organizational culture and job stress of personnel is equal to -0.573. Therefore it is necessary to consider that this is a conversion relation. It means that organizational culture is in contrast direction of job stress (Table 4).

Table 4- Pierson correlation coefficient of Organizational culture & Job stress

		Stress	Culture
Stress	Pierson correlation coefficient	1	-0.537**
	Meaningful level	0	0
	Qty	282	282
Culture	Pierson correlation coefficient	-0.537**	1
	Meaningful level	0	0
	Qty	282	282

Any reduction of stress level of personnel may reduce further negative effects of it. Similar to Graham, it is obvious that any reduction of stress may reduce the absence rate and job leave of personnel. As a result the job becomes more attractive for them.

**B-Second theory**

Eta square non-parameter correlation coefficient was used for finding any relation between organizational culture and academic records. The mentioned index shows that if there is a special variant it is possible to reduce any mistakes for estimation of another variant as well.

Table 5- Eta Square non-parameter correlation coefficient related to Organizational Culture & Academic records

Eta correlation coefficient	Value
Related variant of academic records	0.680
Related variant of culture	0.521

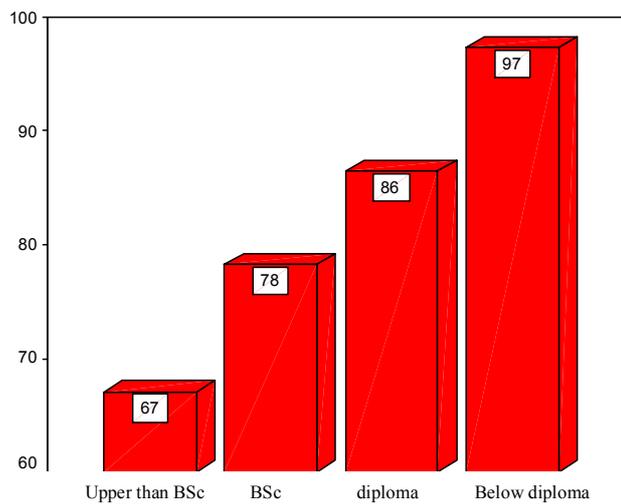


Figure 1- Relationship between Organizational culture & Academic records

Figure (1) shows that in case of any increase in academic records, there will be an increase in Organizational Culture as well.

**C: Third theory**

According to the results of correlation coefficient it was obvious that there is a relation between job stress variant and academic records. This is necessary to mention that when there is a nominal criterion for a variant from

one hand and the other variant has an estimated criterion on the other, it is better to use Eta square non-parameter correlation coefficient. (Table 6)

Table 6- Eta Square non-parameter correlation coefficient related to Job stress & Academic records

Eta correlation coefficient		Value
	Related variant of academic records	0.591
	Related variant of culture	0.302

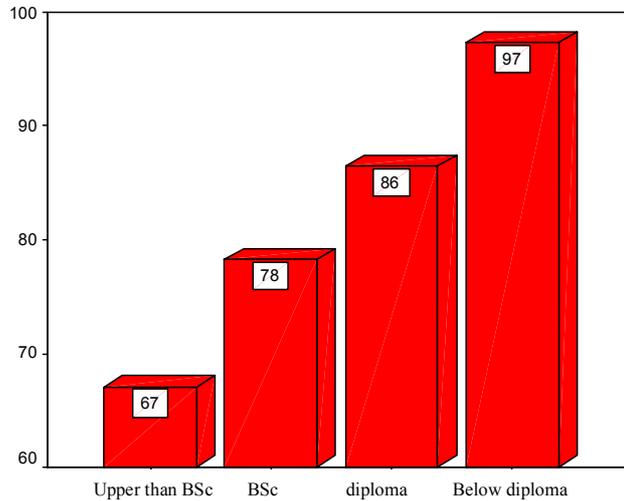


Figure 2- Relationship between Job stress & Academic records

Figure (2) shows that upon increasing the academic records, there will be a reduction in job stress.

**D-Fourth theory**

The findings of T test show that organizational culture in female group is different from male one. This is a meaningful relation ( $\alpha=5\%$ ). Such a difference is resulted from many factors including specifications of females and males, conceptual differences of these two groups about organizational culture and /or other personal and organizational factors. (Table 7).

Table 7- T test of any differences of organizational culture between men & women

Sexuality	Qty	Average	Criterion deviation	Average mistake
Woman	148	72/89	866/11	975/0
Man	134	09/84	840/10	936/0

		Loin test		Equal averages test				Insurance interval %95		
		F	Meaningful level	T	Freedom degree	Meaningful level	Average difference	Standard error	High	Low
Culture	Variance equilibrium assumption	1.469	0.227	4.143	280	0	5.63	1.358	2.953	8.300
	Variance non-equilibrium assumption			4.161	279.976	0	5.63	1.352	2.965	8.288

**E-Fifth theory**

According to the T test results, there is a meaningful difference between men and women in job stress ( $\alpha=5\%$ ) (Table 8).

Table 8- T test of any differences of organizational culture between men & women

Sexuality	Qty	Average	Criterion deviation	Average mistake
Female	148	79.71	16.134	1.326
Male	134	84.35	14.686	1.269

		Loin test		Equal averages test					Insurance interval %95	
		F	Meaningful level	T	Freedom degree	Meaningful level	Average difference	Standard error	High	Low
<b>Culture</b>	Variance equilibrium assumption	2/891	0/090	-2/517	280	0/012	-4/64	1/884	-1/012	-8/271
	Variance non-equilibrium assumption			-2/529	991/279	0/012	-4/64	1/835	-1/029	-8/254

## DISCUSSION AND CONCLUSION

### **The results of the research about any relation between Organizational culture & Job stress**

The present research confirms that there is a meaningful negative relation between Organizational culture and Job stress. This is in compliance with findings of Afsar Ghasemi Nejad, Ali Siadat (2004), Ghodsi Ahghar (2007) and Farah Danesh Pajouh et. al (2004). All these people state that there is a meaningful relation between organizational culture and job stress. The results show that if the people have a powerful support system in their environment, therefore they would be maintained against any harmful potential effects of stress factors. It is especial when the support is provided by the managers and master persons. According to the results, it is obvious that a powerful & valuable organizational culture could be effective in innovation and talents of all personnel. It is special because they may assist the organization to apply new methods in it. Of course it is necessary to have great efforts for creation of innovation and talents in an organization. As a result all managers are obliged to make efforts for enriching all cultural values such as obligation and efforts.

### **The results of the research about any relation between Organizational culture & Academic records**

The present research confirms that there is a meaningful relation between Organizational culture and Academic records. It is in compliance with the findings of Mehrdad Moharram Zadeh et. al (2009). Today world and tomorrow are subject to change. Therefore it is necessary to accept such a change if we want to be adopted with the mentioned changes and create new skills and attitudes. Increasing of knowledge is one of the best replies to environment change.

### **The results of the research about any relation between Job stress & Academic records**

The present research confirms that there is a meaningful relation between job stress and academic records. This study shows that higher academic records may cause higher mental pressure at work environment. As a result this is in compliance with the findings of Hamid Souri, Alireza Hatami Saad Abad (2003). In fact any major changes in life and job/academic motivations and social cases may cause serious depression for people in their life.

### **The results of the research about any differences of Organizational culture between men & women**

The present research confirms that there is a difference between men and women about organizational culture. The obtained results are in compliance with findings of Stein Berg & Shapiro (1982). According to the cultural frameworks, there is a difference between men and women due to some important personal properties.

### **The results of the research about any differences of job stress between men & women**

The present research confirms that there is a difference between men and women about job stress. The obtained results are in compliance with findings of Wortman et. al (1991). According to different researches, women are subject to stress factors more than men with different effects as well.

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