

The Relationship between Organizational Culture and Employees' Performance of Islamic Azad University, Islamshahr Branch

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ABSTRACT

This study examined the relationship between organizational culture and employee performance of Branch of Islamic Azad University. Study was considered in terms of objectives, applications, data quantity and then the nature of the correlation method. Because, without the manipulation of the independent variables, it was decided to assess its relationship with the dependent variable. Hence, the aim of study was to explore and evaluate the prevailing organizational culture and relationship with performance of the Employees of Azad University, Islamshahr Branch to verify accuracy of the main hypotheses on having a direct connection between the dominant organizational culture on university and performance of employees. In addition, the four secondary hypotheses regarding the relationship between types of organizational cultures with the human resources' function by sex was tested. Among the 280 women and 30 of their managers that were samples consisted of 190 people, including 162 employees and 28 managers were selected. Tool research of the present study was a four-point scale questionnaire of organizational culture of Hymuetz and 58-item questionnaire of Mirsepasy Performance's form. Continuum of questionnaire of organizational culture is four options and continuum of performance is including four items (very high, high, low, and very low). From two independent groups, the Scheffe post hoc, analysis of variance and Chi-square K-2 test were used. The results showed that: 1) by 95% statistical significant of Pearson correlation, there is difference in organizational culture percentage between male and female employee of Islamshahr Branch of IAU; 2) There is no significant difference in organizational culture between male and female managers of Islamshahr Branch of IAU. 3) There is no difference between organizational performance of male and female employee of Islamshahr Branch of IAU. 4) There was significant difference in organizational culture and also a significant difference was observed between employee's performance in the hierarchical culture with ideological culture while no difference was observed in the intellectual culture with participation culture.

Keywords: Culture, Structure, Function, Organizational Culture.

1- INTRODUCTION

Culture is a set of beliefs, values, customs and norms governing an organization, community or ethnic group [1]. Organizations, like people, have different personalities. Organizations can be as special characters, kindness, warmth, innovation, prudent, and so determined. These features are used to predict the behavior of employees within the organization [3]. Any organization has a different system, but it is difficult to precisely defined, but there is and it is something that people have to work for their common expressions and we call it the organizational cultures. Every society has a culture, so every organization is also certain subcultures. Although cultures emanating from an organization's culture, but it is not the culture of society. Within each organization, criteria, certain cultural patterns, beliefs and attitudes are governed [2].

Morgan [4] on the metaphor, it is regarded as a cultural phenomenon that it explore the cultural properties and characteristics. Thus, if we accept the organizational culture, behavioral patterns, beliefs and perceptions and values that are shared between most people, the crystallization of organizational culture on behavior, language, ideas and goals of the individual constituents of the organization, procedures, policies, rules and regulations of the organization will see and feel.

Farjad [5] believe that culture has two aspects: 1) Material Culture: includes all devices, facilities, buildings and etc. 2) Spiritual and immaterial culture: that consists of the beliefs, values, laws, customs, arts, philosophies and moral codes. He believes that spiritual culture, society, culture and the effects of the material related to various aspects of life and the sadness can be seen in every nation. In general material culture cannot be separated from non-material culture [5].

Robbins [6] stated that organizational culture is the shared perceptions of employees about the organization that lead to separate from each other citing. He believes seven features for organization including 1) Creativity and Risk 2) Attention to detail 3) Result-oriented 4) The staff 5) Team forming 6) Transformation 7) Stability.

Eric 2010 (quoting by Khorshidi, [7]), in several studies indicated that there is a significant relationship between organizational culture and employee performance [7]. Thus, if there is much common perception among employees, their empathy and will more cooperation to achieve common objectives.

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Organizational culture is the perception of the organization in which all members are equal. Thus, each organizational culture is some of fundamental assumptions made for each group, to learn how to deal with problems in a way consistent with the external environment and internal integration [8].

Although the organization has an organizational culture, but the other sub-cultures exist in every organization requires accurate knowledge of organizations is recognition of their cultural – characteristics [9].

Organizational culture can have a considerable effect on the performance of human resource. Thus, positive and strong organizational culture can be deterrent for controlling undesirable behavior, prevention of corruption, thousands of family, red tape (bureaucratic red tape), Get flatter any corruption, etc. The organizational culture is intended as a factor of productivity and performance. Good working culture between management and staff as well extended to strengthen organizational commitment, promotion, ethics, and performance, resulting in higher productivity lived [7].

Considering the importance of organizational culture and its application in improving the performance of the employees, the study of the "relationship between organizational culture and employee performance, Islamic Azad University, Islamshahr Branch" is formed.

2- MATERIALS AND METHODS

This work, from the perspective of purpose is practical and from the view point of data is quantity and from type and method standpoint is the correlation study. This study is a correlation study to investigate the relationship between organizational culture and employee performance of Islamic Azad University, Islamshahr Branch, in 2011 was carried out. To this end, 162 employees and 28 administrators of them in Islamshahr Branch of IAU were selected randomly. Tool research of the present study was a four-point scale questionnaire of organizational culture of Hymuetz and 58-item questionnaire of Mirsepasy Performance's form [10]. Continuum of Organizational Culture questionnaire was 4-points that included in Four Cultures. The performance questionnaire is 58 questions that contain 4 options (very high, high, very low, low).

It is reminded that the questionnaire has been used by several researchers in general have high reliability and validity. In the present study the validity of the questionnaire was calculated using Cronbach's alpha for the 58-item instrument performance was 0.97 and for organizational culture questionnaire that calculated by the Delphi technique and replay, correlation value was 0.79. From two independent groups the Scheffe post hoc, analysis of variance and Chi-square K-2 test were used.

Validity of both Research Tools is obtained by formal validity (i.e. approval of 15). After obtaining approval from the relevant research centers working in the area of the formations and the samples are introduced and explained the purpose of the research. And about completed of the questionnaire, they are given adequate explanations that are provided. Completed Questionnaires on the same day were collected from research unit. After collecting the questionnaires, data were analyzed using SPSS software. For data analysis, descriptive and inferential statistics were used. Statistical tests called Pearson correlation T, two independent groups, Scheffe post hoc analysis and variance was performed using ANOVA and K2.

3- RESULTS

The current findings are in relation to "A direct relationship is between organizational culture and employee performance in IAU of Islamshahr Branch".

Table 1 showed that most managers are participative organizational culture (42.9 percent) and the lowest ever have a hierarchical organizational culture (7.1 percent).

Table 2 shows that most employees are ideological organizational culture (37.6 percent) and the lowest ever have a hierarchical organizational culture (11.1 percent).

According to Table 3, the frequency of organizational participatory culture in male managers is the most common (10) and organizational culture and ideology in female (2) has the highest frequency.

Table 4 shows that most female employees ideological organizational culture are (35) and male employees more participatory culture are (28). The least frequent for female and male corporate culture is hierarchical organizational culture.

Table 5 shows the mean \rightarrow 22.88 and a standard deviation equal to 76 times the performance of the. Skewness and elongation values also show that the negative skewness of the distribution function of a normal distribution curve is not significantly different from normal.

According to the chi-square value (10.2) in Table 6, we can say that this value is greater than the chi-square table. There was different between organizational cultures of men and women's employees. Thus it can be stated with 95% confidence that the null hypothesis is rejected.

According to the chi-square value (2.19) in Table 7, we can say that there is no difference between male and female managers of organizational cultures. Thus null hypothesis is not rejected.

Table 8 showed the comparison of organizational performance tests in men and women employees view their managers. As presented in Table 8, value of obtained t (0.223) is smaller than t of table. So we can

say that there is no significant difference between performance of male and female employees, and hence zero hypothesis is not rejected.

Considering the Analysis of Variance's results in Table 9, the average employee's performance ($F=5.176$, $p<0.05$), there is significant differences between different organizational cultures and the zero hypothesis is rejected. Also, comparison groups are presented in Table 10. As can be seen in the staff hierarchy, there are differences in culture, ideology and culture.

Table 1. Sample distribution according to director of corporate culture

Culture	Profusion	Frequency
Rational	6	21.4
Ideological	8	28.6
Hierarchical	2	7.1
Participatory	12	42.9
Total	28	100

Table 2. The distribution of employees by organizational culture

Culture	Profusion	Frequency
Rational	25	15.4
Ideological	61	37.6
Hierarchical	18	11.2
Participatory	58	35.8
Total	162	100

Table 3. Distribution of organizational culture on managers by gender

Culture	Sex	Profusion	Frequency
Rational	Male	5	21.7
	Female	1	20
Ideological	Male	6	26.1
	Female	2	40
Hierarchical	Male	1	4.3
	Female	1	20
Participatory	Male	10	43.5
	Female	1	20
Total	--	27	195.6

Table 4. The distribution of organizational culture on employees by gender

Culture	Sex	Profusion	Frequency
Rational	Male	16	20.3
	Female	9	10.8
Ideological	Male	24	30.4
	Female	35	42.2
Hierarchical	Male	10	12.7
	Female	8	9.6
Participatory	Male	28	35.4
	Female	30	36.1
Total	--	162	100

Table 5. Descriptive characteristics of the sample employee performance

Variable	Number	Lowest	Highest	Mean	Standard Deviation	Skewness	Elongation
Performance of employees	76	186	140.12	22.88	76	1.705	-0.449

Table 6. Compares the chi-square test for differences in corporate culture

Variable	K2 Statistic Test	Levels Vary Significantly
Employees organizational cultures and Gender	10.2	0.031

Table 7. Comparison of the chi-square test for differences in corporate culture

Variable	K2 Statistic Test	Levels Vary Significantly
Employees organizational cultures and Gender	2.19	0.53

Table 8. The mean difference test between male and female employees in organizational performance

Variable	Gender	Mean	Mean Differences	Standard Deviation	Degrees of Freedom	T	Levels Vary Significantly
Organizational Performance	Female	142.50	2.85	12.80	26	0.223	22
	Male	139.65					

Table 9. Mean variance analysis of organizational culture on employee

Variable	Sources of Total Variance	Chi-Square	Degrees of Freedom	Average of Square	F	Significance Level
Organizational Culture	Between Group	1873.101	3	624.367	5.176	0.045
	Intergroup	10085.333	19	530.807		
	Total	11958.435	22			

Table 10. Scheffe test results mean organizational culture

Variables	Groups	Groups	Mean Difference	Significant
Organizational Culture	Rational	Ideological	20.16	0.027
		Hierarchical	6.33	0.990
		Participatory	1.83	0.999
	Ideological	Rational	20.16	0.527
		Hierarchical	26.5	0.036
		Participatory	18.33	0.530
	Hierarchical	Rational	6.33	0.990
		Ideological	26.5	0.036
		Participatory	8.16	0.976
	Participatory	Rational	1.83	0.999
		Ideological	18.33	0.530
		Hierarchical	8.16	0.976

4- DISCUSSION AND CONCLUSION

The aim of this study was to investigate the relationship between organizational culture and employee performance, Islamic Azad University, Islamshahr Branch in year 2011 to answer this hypothesis that is among a relationship between organizational culture and performance. The results of the tests showed that when the performance as the dependent variable is interred to the model, the zero hypothesis that is related to the variable dependance to job satisfaction and interactive effects of the independent variables cannot be rejected.

1 - First results of the present study indicate that the zero hypothesis regarding no difference between male and female employees, organizational culture, Islamic Azad University, Islamshahr Branch be rejected. Thus, we can conclude with 95% confidence that there is significant difference between male and female employees of organizational culture in IUA of Islamshahr Branch. This findings are consistent to previous studies such as Peters and Waterman [11], Schein [12], March et al. [13], Denison [14], Quinn and Mackgart [15], Deal and Kennedy [16].

2 - The second finding of the present study indicates that considering the obtained chi-square value it can be said zero hypothesis showing lack of the difference between organizational culture of male and female managers IUA of Islamshahr Branch, does not rule out. Thus it can be concluded that there is no difference between male and female managers in the corporate culture. This finding is inconsistent with the previous studies such as Peters and Waterman [11], Quinn and Mackgart [15] and Deal and Kennedy [16]. Perhaps the reason for this discrepancy is caused by the current situation Islamic Azad University, Islamshahr Branch.

3 - The third finding of the present study indicates that the zero hypothesis regarding no difference between organizational performance of male and female employees from the view point of managers of IUA is not denied. Thus, it can conclude that there is no difference between the organizational performance of male and female employees Branch of Islamic Azad University. This finding has been inconsistent with previous studies such as: Peters and Waterman [11], Schein [12], Quinn and Mackgart [15] and Deal and Kennedy [16]. Perhaps the reason for this discrepancy is the similar business combination in the Branch of Islamic Azad University.

4 - The fourth finding of the present study indicate that the zero hypothesis based on the no difference between employee performance in different organizational cultures of Islamic Azad University, Islamshahr Branch, is rejected. Thus, it can conclude that according to variance analysis of Islamic Azad University employee performance, there is significant difference between different organizational cultures. This finding is consistent with previous studies like Peters and Waterman [11], Schein [12], March et al. [13], Denison [14], Quinn and Mackgart [15], Deal and Kennedy [16] and Schein [17].

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