

Studying the Relationship of Organizational Culture and Employee Efficiency Based on Robbins' Model in the National Oil Products Distribution Company in Mazandaran Province

¹Zinat Ghomi Avili and ²Touraj Amani

¹Department of Management, Payam Noor University, Tehran, Iran

²Department of Management, Qaemshar Branch, Islamic Azad University, Qaemshar, Iran

Abstract: The organizational culture is a type of collective thought planning that in recent years has been presented as a dominant thinking in the field organizations. This collective thought distinguishes members of one species from another species. This study was conducted with aimed of investigating the organizational culture of employees of the petroleum products distribution company in Mazandaran Province and its relation with regard to their productivity. The research method was a descriptive and correlational approach and the statistical population included all of the 350 official and contracted employees holding diploma and PhD degrees and 183 individuals were randomly selected as the sample. The research instruments included the organizational culture questionnaire based Robbins' properties and the questionnaires of the organizational productivity. The reliability of the questionnaire was determined a Cronbach's alpha coefficient of 88%. In order to analyze the questions of the questionnaire and review hypotheses in addition to the descriptive statistics, Pearson and Spearman and Friedman tests were used. The results of this research are as the following. There is a significant relationship between the organizational culture and employee's productivity. There is significant relationship between characteristics of the organizational culture (including: innovation and risk, attention to details, attention to the people, attention to the group and having the spirit of results-orienters) with the staff productivity but there is no significant relationship between two properties of the organizational characteristics (including: impetuosity and stability and maintaining the status quo) with the productivity of the employees.

Key words: Organizational culture, productivity, employees and national company of oil products distribution, employee, attention

INTRODUCTION

From a long time age humans have thought to use their capabilities and existent resources were at efficiently and fruitfully. In this era, it has been considered more seriously than ever before. Limitations of the available resources, growth of population and development of human needs and wants required the authorities involved in the area of economy, politics and management of society and organizations to prioritize increase of efficiency in their programs (Taheri, 2011). The impact of productivity in the economic and social development and its importance is considered as a source of income and a binding objective that results into improving cooperation of workforce management and partners and also provides criteria of competition of the economic institution and long-term strategic formulation in order to reduce poverty and promote human rights and economic democracy (Prokopenko, 2003).

Nowadays, productivity is not considered merely as equal to production increase or promotion of efficiency but it is considered equal to the sum of effectiveness and efficiency. Effectiveness is considered as doing the right works and efficiency is equal to doing the work in a correct manner and attaining the organizations aims is dependent upon these elements. The point that is noteworthy here is that the calculation of productivity at national, industry, company and individual levels is different. The term efficiency has many different definitions and interpretations. Kuntz has interpreted productivity as the total of efficiency and effectiveness.

Every prominent organization provides a strategy in order to organize works, identify production processes, improve productivity and increase profitability and creates the required systems regarding circulation of information, rewarding and monitoring that all of these processes take place in the context of the organizational culture and the organizational culture identifies the

acceptable standards and unacceptable behaviors (Robbins, 2011). In companies that are said to have a strong culture, the organization members are completely aware of its responsibilities and aims and are committed to them and there is a configuration among the staff, the organization and the management and the staff consider the maximum of their profits dependent on maximization of the organization's profits that this fact is a positive factor in improving organizational performance and higher effectiveness (Hofstede, 2010).

In order to recognize the organizational culture, definite models and frameworks has been presented by the management specialists. For example, shine believes that the organizational culture is composed of three layers of basic assumptions, values and cultural manifestations. The basic assumptions are the most obvious and subjective layer of culture but the manifestations of culture have been tangible and include all of the observable phenomena in the organization (Zingshen and Robert, 2002). Hofstede considers four dimensions for culture as the following: matriarchy against patriarchy, individualism against collectivism, tolerance of ambiguity and uncertainty and power distance. In general in the present circumstances that the improvement of the organizational systems has attracted attention, the organizational culture also has been embodied as the source of all abilities of the organization and in other words, the success and failure of the systems are largely dependent on their culture.

In this regard, several studies have been carried out in Iran and other countries that some of them will be refer to. Schein (2007) in their study entitled culture and its impact on the productivity of the managers performance emphasized that there is significant correlation between the four characteristics of the organizational culture of internal conflict, cultural stability, cultural adaptation, cultural mission with the performance of managers and the companies that with regard to this issue established these qualities among their own leaders in their activities have witnessed return of their capital and growth of sales twenty percent higher than other companies. Ahmadi (2011) in his study sought to investigate the relationship between the organizational efficiency and organizational culture, the results revealed that the organizational efficiency has a direct and good relationship with the ten elements of the organizational culture (strategic approach, risk-taking, emphasis on group behavior, integrity, focus on people, control, personal identity of members, requisites and method of rewarding, tolerance of conflict and focus on open systems). Aktas with regard to the effect of the organizational culture on the organizational efficiency showed that productivity has a positive relationship with the rate of self-government, the degree

of motivation and having an integrated organizational strategy and human resources and shows a negative relationship with the variables of bureaucracy and emphasis on the organizational structure.

And in Iran, similar researches has been done in this regard such as: Kheradmand and Nazem (2010) that examined the relationship between the organizational culture and employees performance at the Islamic Azad University, North Tehran Branch and the results showed that the organizational culture and employees performance had a significant and positive correlation with each other. Also there is a positive and significant relationship the collective, hierarchical and rational cultures and performance of employees and Hedayati who studied the relationship between the organizational culture and employee productivity in public nurturing hospitals at Medical Sciences University of Iran. The results of this study showed that there was a significant relationship between the organizational culture and productivity, among the indexes of the organizational culture regarding the study population, the elements of control and individual creativity had a better state in comparison to the other indices of the organizational culture. The highest efficiency scores of the staffs were also related to the components of clarity and understanding and ability. Regarding the positive relationship between the organizational culture and employee productivity in the studied hospitals, changing the dominant organizational culture of the hospitals (with measures such as providing an appropriate environment for creative people and increasing staff awareness regarding the value of work) would be desirable.

Therefore, with regard to the fact that efficiency is presented as an indicator of performance evaluation and also as an approach to achieve organizational excellence, it requires efficient and accurate implementation of the production process. In fact, the work culture in the collective and individual behavior of employees in a society will be manifested in the form of a collection of regarding and disregarding the required conditions to do a work and these behaviors results from the employees' beliefs and attitudes that they per se are the outcome of their general knowledge and awareness (Khaki, 2007); therefore, access to the organizational efficiency and taking the route of superiority regardless of the organizational culture and giving form to the organizational processes and organizational behavior by using the organizational culture seems impossible. In this study, we tried to investigate the organizational culture dominant over mazandaran oil products distribution company in the field of the characteristics of the organizational culture of the case study in addition to this

research the extent of achieving objectives and productivity studied with regard to the organizational culture; therefore, recognition and enforcement of such elements will brought about the success and productivity of the organization.

MATERIALS AND METHODS

This study was a descriptive and correlational research and the statistical population included all of the contracted and official employees who were 350 individuals with degrees of diploma to PhD and a number of 183 individuals were randomly selected as the sample of study, the instruments included the questionnaire of organizational behavior based on Robbins' characteristics and the organizational productivity questionnaire. Reliability was determined 88% using cronbach's alpha coefficient. In order to analyze the questions of the questionnaire and review hypotheses in addition to the descriptive statistics, Pearson and Spearman and Friedman tests were used.

RESULTS

In order to evaluate the priorities regarding influence of each dimension of the organizational culture and efficiency, Friedman test was used which the results are provided in Table 1-3.

The results indicate that since the level of significance has been calculated 0.001 which is $<5\%$ (Sig. ≤ 0.05); therefore, the null hypothesis is rejected. This means that at least one pair of the ranks of effectivity average of each dimension of the organizational culture has a significant difference with each other.

The results show that due to the fact that the estimated level of significance is equal to 0.000 which is $<5\%$ (Sig. ≤ 0.05), thus, the null hypothesis is rejected. This means that at least a pair of ranks of average

effectivity impact of each of the productivity dimensions is significantly different from each the other. In general, the priorities of impacts of changing the efficiency variable are presented as the following.

As shown in the above table in this study the variables of reward, reliability and organizational support are in the first, second and third ranks of the efficiency dimension, respectively. And on the other hand, the variables of environmental adaptability, recognition of job and knowledge and skill are in the fifth to seventh rank of efficiency.

In order to assess the impact of each of the dimensions of the organizational culture on the efficiency, the Spearman test was used and the results are presented in Table 4.

Analyzing the effectivity: higher than 0.8 is excellent, from 0.8-0.6 is very good, from 0.4-0.6 good, from 0.4-0.2 is average and from 0.2-0.00 is low.

Table 4 shows that regarding the point that the calculated level of significance in all dimensions is $<5\%$ (Sig. ≤ 0.05) there is a significant relationship between each of the dimensions of the organizational culture except courage and emphasize on stability with employee productivity in the national petroleum production distribution company in Mazandaran Province. And according to the obtained coefficient in the Spearman correlation test, the relationship between the dimensions and organizational productivity are as the following: innovation dimension with a correlation coefficient of 0.394 has efficiency with a modest relationship and according to the coefficient of determination (R^2), the variable of innovation brought about 0.155 of the changes regarding the efficiency. The dimension of attention to detail with a correlation coefficient of 0.445 has a good relation with efficiency and according to the coefficient of determination (R^2), this variable brings about 0.198 of productivity. The dimension of outcome-orientedness with a correlation

Table 1: Friedman test to investigate priorities of effectivity of each dimension of the organizational culture

Dimensions	Number	Estimated X^2	Degree of freedom	Level of significance	Degree of error	Test result
Innovation	183	0.1027	2	0.001	0.05	Rejection of H_0
Attention to details	183	48.9400	3	0.000	0.05	Rejection of H_0
Outcome orientedness	183	80.4790	2	0.000	0.05	Rejection of H_0
Individualism	183	6.6410	2	0.001	0.05	Rejection of H_0
Collectivism	183	11.6130	2	0.003	0.05	Rejection of H_0
Risk-taking	183	44.3830	2	0.000	0.05	Rejection of H_0
Emphasize on stability	183	70.5520	2	0.000	0.05	Rejection of H_0

Table 2: Friedman test to evaluate the effectiveness of each of the dimensions of efficiency priorities

Dimensions	Number	Estimated X^2	Degree of freedom	Level of significance	Degree of error	Test result
Knowledge and skill	183	55.627	3	0.000	0.5	Rejection of H_0
Recognition of job	183	44.345	2	0.001	0.5	Rejection of H_0
Organizational support	183	100.560	3	0.000	0.5	Rejection of H_0
Reward	183	80.144	3	0.000	0.5	Rejection of H_0
Evaluation	183	241.441	3	0.000	0.5	Rejection of H_0
Reliability	183	42.901	3	0.000	0.5	Rejection of H_0
Environmental adaptability	183	33.588	3	0.001	0.5	Rejection of H_0

Table 3: Prioritizing the impact of the efficiency dimensions

Row	Effective factors	Average rank	Rank of effectiveness
1	Knowledge and skill	5.371	Seventh
2	Recognition of job	5.161	Sixth
3	Organizational support	3.095	Third
4	Reward	3.008	First
5	Evaluation	3.743	Fourth
6	Reliability	3.046	Second
7	Environmental adaptability	4.573	Fifth

Table 4: Spearman test statistics for dimensions of the organizational culture and efficiency

Variables	Number	Spearman coefficient	Determination coefficient	Level of significance
Innovation	183	0.395	0.155	0.000
Attention to details	183	0.445	0.198	0.000
Outcome orientedness	183	0.399	0.159	0.000
Individualism	183	0.666	0.443	0.000
Collectivism	183	0.394	0.155	0.000
Courage	183	0.068	0.004	0.000
Emphasis on stability	183	0.140	0.019	0.000

coefficient of 0.399 has an average relationship with efficiency and according to the coefficient of determination (R^2), this variable brings about 0.159 of the variable of productivity. The dimension of individualism with a coefficient correlation of 0.666 has a good relationship with efficiency and with respect to the obtained coefficient of determination (R^2) the variable of individualism causes 0.443 of the changes in the variable of productivity. The dimension of collectivism with a coefficient of 0.394 has a good relationship with efficiency and with regard to the obtained determination coefficient (R^2) collectivism brings about 0.155 of changes in the variable of productivity. The dimension of courage seeking with a correlation coefficient of 0.068 has a weak relationship with productivity and in other words there isn't a significant relationship between the variables of courage and efficiency. Also according to the obtained coefficient of determination (R^2) the variable of boldness causes 0.004 of the productivity variable. The dimension of emphasize on the stability with a correlation coefficient of 0.140 has a weak relation with productivity and there isn't a significant relationship between the variables of emphasis on stability and efficiency. Also according to the obtained coefficient of determination (R^2) the variable of emphasis on stability causes 0.019 of changes in the variable of productivity.

DISCUSSION

Review of the studies in relation to this subject from various sources such as universities and research centers in the country as well as the internet sites linked to institutions, universities and centers of provision of scientific and research resources, confirms this point that

the organizational culture is one of the effective factors on organizational efficiency in the companies. Hedayati in his study notes that there is significant relationship between the organizational culture and efficiency and among the ten recognized characteristics of the organizational culture in the population under study, the factors of control and individual innovation had a better stance with regard to the other criteria of the organizational culture. The highest average of staff's efficiency scores was also related to the components of clarity, recognition and ability. With regard to the positive relationship between the organizational culture and employees' productivity in hospitals under study, alternation in the organizational culture dominant upon the hospitals (with measures such as providing an appropriate environment for creative people and increasing staffs awareness regarding the value of job) would be desirable. As can be seen in the above-mentioned study in the present study there isn't a relationship between conflict and risk-taking with the organizational efficiency also the elements of innovation and creativity have been approved in both of these researches and this fact shows that the subjects in both of the mentioned researches are more in need of collective management style rather than an authoritarian style also due to the hierarchical structure of hospitals, there was a relatively poor relationship patterns were observed in Hedayati's study and therefore, wasn't a significant correlation between this variable and efficiency level but it seems that in the National Refining and Distribution of Petroleum Products Company in Mazandaran the communicative patterns and collective communications are better because the impact of this factor on organizational efficiency was well observed. Moreover in Hedayati's research rewarding and control systems have also demonstrated appropriate efficacy that confirm the results of this study because regarding the dimensions of attention to details and out-come orientedness this relationship has also been confirmed.

Pourkazemi and Navaee (2004) in their study entitled investigating the organizational culture the management faculties of Tehran Universities and their role in the productivity of faculties, refer that one of the key factors is a strong and dominant culture that these organizations operate in it. In this study, at first culture and the organizational culture will be studied from a theoretical point of view, second productivity of the humane workforce will be explained, than the existing theories about the relationship between the organizational culture and productivity of human resources will be expressed. Management faculties also by using the test of ANOVA rank of management faculties of universities of higher education complex of Qom, Tehran, Allameh Tabatabaee

and Shahid Beheshti from the point of the impact of the organizational culture on productivity have been determined. In addition, using the Spearman correlation coefficient the relationship between the organizational culture and faculty productivity with regard to the factors that have been expressed for productivity will be analyzed. At the end also, the indices and elements of the organizational culture have been ranked using the Friedman test. The indices of the organizational culture in this study have been measured by the culture model (supporting, identity of organization, respect and attention to humane workforce, presence of religious atmosphere, communicative patterns, competition, result-orientedness) and productivity also has been evaluated under factors motivation, relations of management and workforce and optimization and training humane workforce that at the end the relationships among the variables of the organizational culture and efficiency except identity of organization and efficiency, all were approved. The results of this study approve the overall results of the present study in both of these studies attention to individuals has been under attention because in both organizations (the National Refining and Distribution of Petroleum Products Company and University) in order to get things done need expert individuals with a higher level of knowledge and this factor has been introduced as one of the most influential factors, also the existence of an outcome oriented atmosphere and attention to achievements and the existence of a supportive atmosphere and using collective-communicative models have been under consideration because activities in both of these organizations are conducted at the level of skilled specialists. But in the climate of a university according to the dynamic approach of this complex, the spirit of boldness and competitiveness are needed more and have been determined as the effective factor in productivity of the university but in the National Refining and Distribution of Petroleum Products Company with regard to the exclusivity of this section the spirit of competitiveness and courage may not exhibit especial stance; therefore, in this study this section was not confirmed.

Octass, Cisc and Kiyak in their study reviewed the effect of the organizational culture on organizational efficiency and in order to assess this relationship, the variables of managers' self-command and the level of their motivation were identified as the main variables. Since, this study is conducted at the level of high-ranking managers, indices were assessed and identified that are largely effective on the manager's efficiency in this research regarding the dimension of attention to human resources there was a positive relationship that confirm the results of this study also it was identified that the

bureaucratic culture does not have a positive relationship with efficiency because the presence of a bureaucratic culture results in reduction of creativity and reduction of support from work teams that somehow confirm the achievements of the present study in the field of relation with collectivism and innovation with efficiency as well as attention to details and focus on results as two factors of reward and assessing performance of the managers and staff, approve the results of Aktas and his colleagues' research in the field of the relationship between motivation and productivity, moreover, their research studied the affective factors on the productivity of managers but in the present study, we tried to examine the entire organization with a holistic approach that is of the benefits of this research over Aktas study.

Ahmadi (2011) in his study entitled the organizational culture and efficiency, embarked to assess the relationship between the organizational culture and organizational efficiency, the results showed that having collective behavior and organizational integration are influential factors on teachers productivity that confirms the results of this study in terms of collectivism also in the part that focused on individuals it points out that teachers are experts, attention and support of human resources can provide improvement of efficiency that this component confirms the results of this study in field of individualism also the rejection of the hypothesis of emphasis on stability and maintaining the status quo in a way refers to the fact that the Refining and Distribution Company should have a better approach with regard to organizational development and adapting to the environmental conditions that the dimension of focus on the system in Ahmadi's research confirms this point with regard to the definitions between these two researches we can refer to rejection of the risk taking hypothesis and approval of this hypothesis in Ahmadi's research and it seems that it is due the studying individual efficiency in Ahmadi's research and organizational efficiency in the present study, because organizational situation, contexts and instructions are very effective in accepting the spirit of risk-taking and due to the bureaucratic and hierarchical structure of the National Refinement and Distribution Company the possibility of risk-inducing activities is forbidden for the employees in this company but with regard to the teachers there is a dynamic learning environment that provides the possibility of risk-seeking spirit for learners.

CONCLUSION

At the end, it can be seen from investigating the background of conducted research in the field of the organizational culture and efficiency that these two factors normally show a close and positive relationship

with each other. This study, also largely confirms the research conducted in Iran and other parts of the world and from the hypotheses of this research it was found that there was a significant relationship between indicators of innovation, attention to detail, outcome orientedness, individualism, collectivism and employee productivity in the National Oil Products Distribution Company in Mazandaran. In addition, this study showed there was a weak relationship between the variables of risk-taking and inclination toward stability with efficiency among this company's staff and their relationship is dubious and can be disregarded with good estimation.

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