

The Relationship between Organizational Culture and Organizational Commitment in Staff Department of General Prosecutors of Tehran

Mandan Momeni, PhD

Faculty member at Central Tehran Branch
Islamic Azad University
Tehran, Iran

Amir Babak Marjani, PhD

Faculty member at Central Tehran Branch
Islamic Azad University
Tehran, Iran

Vajiheh Saadat

MA in Public Management
Department of Public Management
Central Tehran Branch
Islamic Azad University
Tehran, Iran

Abstract

The main aim of this study is to investigate the relationship of organizational culture with commitment. In this respect, the components of organizational culture as the independent variable were derived from Denison's model and the components of organizational commitment as the dependent variable were derived from Allen and Mayer's model and then, the relationship between two kinds of variables were tested through Pierson correlation testing. The results from the study showed that there was a significant relationship between all the components of organizational culture including adaptability, involvement, adjustment, mission and organizational commitment.

Keywords: organizational culture, organizational commitment, staff, General Prosecutors of Tehran

Introduction

The implicit link between organizational culture and organizational performance has long been recognized in both mainstream management literature (Handy, 1985; Hofstede, 1980). Handy (1985) describes task culture as being best suited to groups, project teams or task forces which are formed for a specific purpose, which very much describes the job nature in the public sector organization. Individuals in the department belong to his/her own project team for each project and are highly likely to work with a different team of people in each new project (Cheung et al., 2004). Organizational culture has assumed considerable importance in the 21st century, because of its impact on employee performance and job satisfaction. It is the imperative of every organization to understand its own dynamic culture so that managers can capitalize on the insights generated by the cultural perspective to wield greater control over their organizations. The culture of an organization has an important impact on its performance (Naicker, 2008). In fact, the difference between organizational success and failure significantly depends on organizational culture to impact organizational operation (Hsu, 2009).

Several writers have emphasized that organizational subcultures may exist independently of organizational culture, and that a small work group may have its own distinct set of values, beliefs and attributes (Brown, 1995; Martin, 1992; Martin and Siehl, 1983; Schneider, 1990; Sackman, 1991; Trice and Beyer, 1993). Brewer (1993) further suggested that if an organizational culture is not articulated strongly enough, the subculture may take precedence over the organizational culture for individual employees and thus gain their commitment (Lok and Crawford, 1999). Thus, it is the intention of this study is to investigate the relationship of organizational culture with commitment.

Research objectives

- 1 - Understanding the dominant organizational culture in staff department of General Prosecutors of Tehran
- 2 – Studying the level of organizational commitment in staff department of General Prosecutors of Tehran
- 3 – Studying the relationship between organizational culture and organizational commitment of employees at General Prosecutors of Tehran
- 4 - Ranking the factors of organizational culture
- 5 - Ranking the factors of organizational commitment
- 6 - Providing solutions to enhance organizational commitment of employees through the components of organizational culture

Research hypotheses

The main hypothesis

There is a significant relationship between organizational culture and organizational commitment of employees.

Subsidiary hypotheses

- 1 - There is a significant relationship between adaptability and organizational commitment
- 2 - There is a significant relationship between involvement and organizational commitment.
- 3 - There is a significant relationship between consistency and organizational commitment.
- 4 - There is a significant relationship between the mission and organizational commitment.

Research theoretical framework

In this research, it is tried to study the relationship between organizational culture and organizational commitment as one of the various commitments in the literature of the organizational behavior. To study the organizational culture as an independent variable, the Denison's model of organizational culture is used.

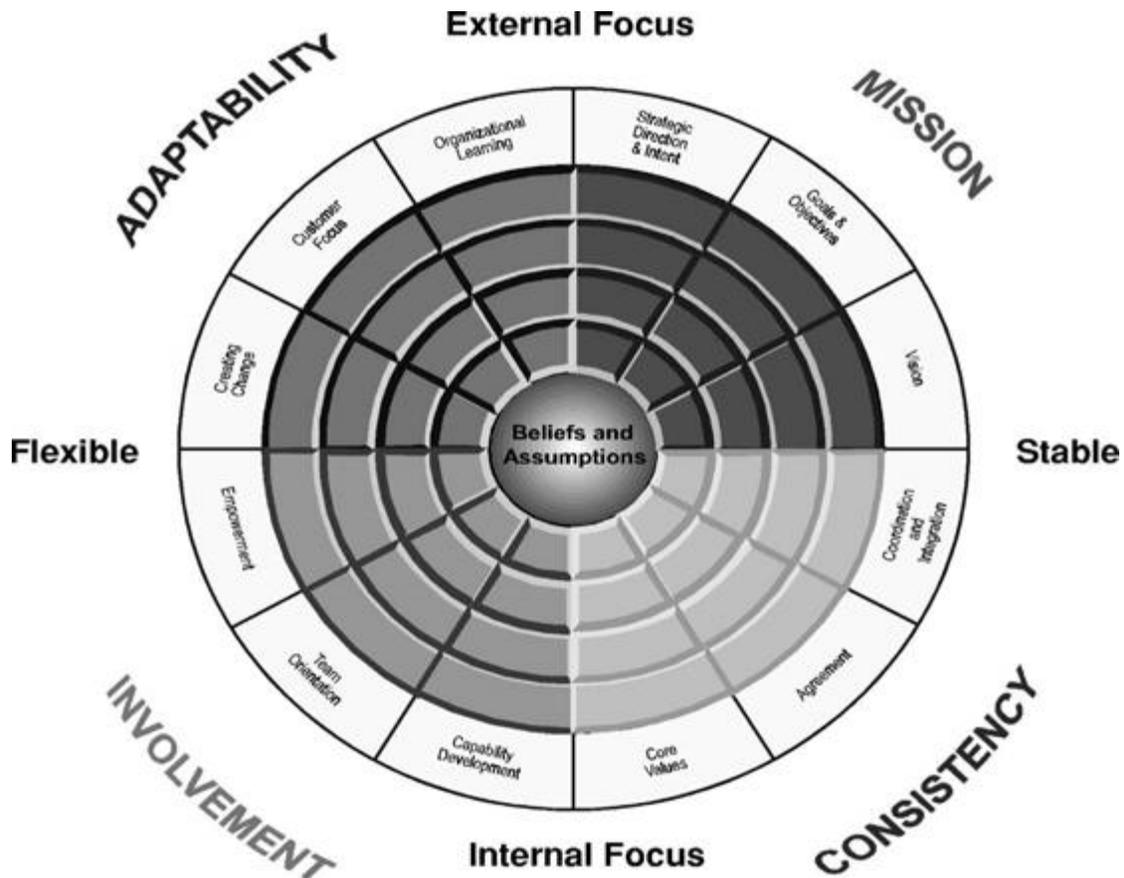


Figure 1: Research theoretical framework

In this study, organizational commitment is the dependent variable to review which the three dimensional model of Allen and Mayer is used.

Research conceptual model

The model in this research is a two-dimensional one. The dimension of organizational culture is derived from the Denison's model and the dimension of organizational commitment is derived from Allen and Mayer's model.

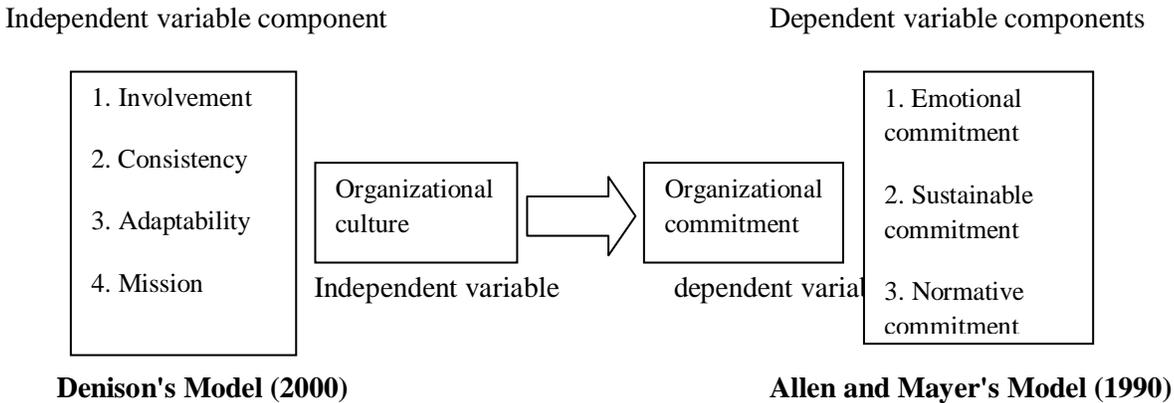


Figure 2: Research conceptual model

Research domain

Theme: organizational culture, organizational commitment and the relationship between these two concepts in the studied organization in terms of organizational behavior.

Location: Staff department of General Prosecutors of Tehran

Time: The period of distributing questionnaires and collecting them was started from August 2011.

Methodology

This research is applied in terms of type and it is descriptive-survey in terms of method.

Data collection tools

Questionnaires were the most important tool for this study and were designed in two parts. The first part addressed organizational culture and the second part dealt with organizational commitment.

Statistical population

The statistical population in this research included all employees in a number of 841 working in staff department of General Prosecutors of Tehran.

Statistical sample

The sample size selected from the population based on a formula of limited population was a number of 264 and sampling method was random. In this method, all samples have equal probability of selection.

Testing research hypotheses

Figure 3 shows the correlation between the independent and dependent variables.

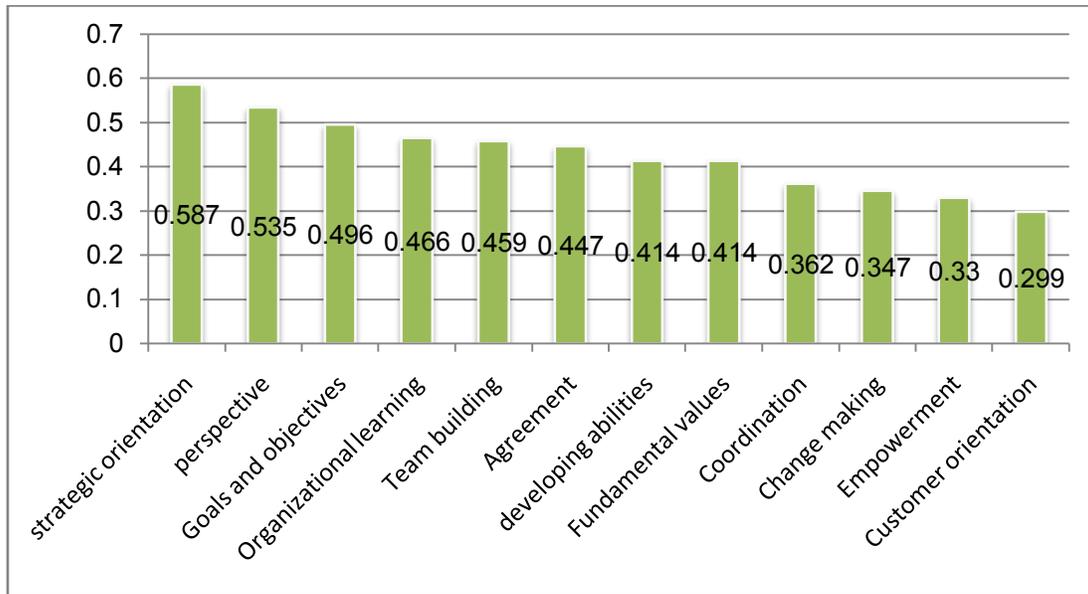


Figure 3: The results from Pierson correlation test between the components of organizational culture and components of organizational commitment

Testing hypothesis 1: There is a significant relationship between adaptability and organizational commitment

		Organizational commitment
Adaptability	Correlation coefficient	.454
	Significance level	.000
	Number	264

Table 1: The result from Pierson correlation test between adaptability and organizational commitment

Testing hypothesis 2: There is a significant relationship between involvement and organizational commitment

		Organizational commitment
involvement	Correlation coefficient	.462
	Significance level	.000
	Number	264

Table 2: The result from Pierson correlation test between involvement and organizational commitment

Testing hypothesis 3: There is a significant relationship between consistency and organizational commitment

		Organizational commitment
consistency	Correlation coefficient	.483
	Significance level	.000
	Number	264

Table 3: The result from Pierson correlation test between consistency and organizational commitment

Testing hypothesis 4: There is a significant relationship between mission and organizational commitment

		Organizational commitment
mission	Correlation coefficient	.607
	Significance level	.000
	Number	264

Table 4: The result from Pierson correlation test between mission and organizational commitment

Conclusio

Many definitions have already been offered for organizational culture. Upon close examination of the definitions, it can be assumed that there exists a general agreement that organizational culture comprises common beliefs, attitudes, and values. These values according to Moorhead and Griffin (1995:626), help employees understand how they should act in the organizations (Naicker, 2008). Denison (1984) found, in his study of organizational culture, that companies with a participative culture reaped a return on investment, which averaged nearly twice that of firms with less efficient cultures. His conclusion was that cultural and behavioral aspects of organizations were intimately linked to both short-term performance and long-term survival (Petty *et al.*, 1995:483).

This article aimed to study the relationship between organizational culture and organizational commitment based on Denison's organizational culture model. The results from the study showed that there was a significant relationship between all the components of organizational culture including adaptability, involvement, adjustment, mission and organizational commitment.

References

- Brewer, A. (1993), *Managing for Employee Commitment*, Longman, Sydney.
- Brown, A. (1995), *Organizational Culture*, Pitman, London.
- Cheung, Yan Ki Fiona and Rowlinson, Steve and Spathonis, John and Sargent, Roy and Jones, Terry and Jefferies, Marcus and Foliente, Greg (2004) *Organizational structure, culture and commitment: an Australia public sector case study*. In: *International Conference of CRC for Construction Innovation*, 2004, Gold Coast, Queensland, Australia.
- Handy, C. (1985). *Understanding Organisations*, Penguin, London.
- Hofstede, G. H. (1980). *Culture's Consequences: International Differences in Work Related Values*, Sage, Beverly Hills.
- Hsu, Hsiu-Yen (2009). *Organizational Learning Culture's Influence on Job Satisfaction, Organizational Commitment, and Turnover Intention among R&D Professionals in Taiwan during an Economic Downturn*. A dissertation submitted to the Faculty of the Graduate School of the University of Minnesota.
- Lok P. and Crawford J. (1999). The relationship between commitment and organizational culture, subculture, leadership style and job satisfaction in organizational change and development, *Leadership & Organization Development Journal*, 20/7 [1999] 365±373.
- Martin, J. (1992), *Cultures in Organizations ±Three Perspectives*, Oxford University Press, New York, NY.
- Martin, J. and Siehl, C. (1983), "Organizational culture and counter-culture", *Organizational Dynamics*, Vol. 12, pp. 52-64.
- Moorhead, G. and Griffin, R. W. (1995). *Organizational Behaviour*. 4th Edition. Boston: Houghton Mifflin Company.
- Naicker, N. (2008). *Organizational Culture and Employee Commitment: A Case Study*, submitted in partial fulfillment of the requirements of master of business administration in the department of business studies Durban University of Technology.
- Petty, M. M. Beadles, N. A., Lowery, C. M., Chapman, D. F., and Connel, D. W. (1995). Relationships between Organizational Culture and Organizational Performance. *Psychological Reports*. Vol. 76. pp. 483-492.
- Sackman, S. (1991), *Cultural Knowledge in Organizations ± Exploring the Collective Mind*, Sage, London.
- Schneider, B. (1990), *Organizational Climate and Culture*, Jossey-Bass, San Francisco, CA.
- Trice, H. and Beyer, J.M. (1993), *The Cultures of Work Organization*, Prentice-Hall, Englewood Cliffs, NJ.