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# Analysis of the Impact of Organizational Culture on Employee Productivity (Case Study: Bistoon Petrochemical Company)

Peyman Akbari<sup>1\*</sup>, Kamran Nazari<sup>1</sup> and Abedin Mahmoudi<sup>2</sup>

1- Department of Management, Payame Noor University, I.R. of IRAN

2- Master of MBA, Iran University of Science and Technology

*Corresponding author:* Peyman Akbari

**ABSTRACT:** Culture is very important that, in the administrative body and soul, to be so without the benefit of appropriate organizational culture, descent and reduce the efficiency of the organization will be faced with, in other words, an appropriate culture be stimulating productivity. The aim of this study was to analyze the impact of knowledge management; organizational innovation in PNU Kermanshah province, population of the study consisted of 550 employees of the Bistoon Petrochemical Company, of which 226 patients randomly, and using Cochran formula, for example, for the first half of 2014 were selected. This cross-sectional survey study, the correlation type. To collect data, the organizational culture questionnaire Cameron and Quinn (2006), and employee productivity expectancy questionnaire Omid and (2002), was used. Validity of the questionnaire was confirmed by a number of university professors. The reliability was obtained with Cronbach's alpha coefficient for the first questionnaire, 0.88 and for the second questionnaire, 0.78. By using linear regression and stepwise by SPSS software the data were analyzed, showed that organizational culture has a significant impact on employee productivity.

**Keywords:** Organizational Culture, Employee Productivity, Bistoon Petrochemical Co.

## INTRODUCTION

Concept of culture, is very important that, in the minds and bodies of administrative agencies, has the (Green, 2004). Far less sense, the concept of culture, in the social sciences has been subject to various interpretations and interpretations, it can be said that the concept of culture has not only brought great difficulties, but also because of the diversity and breadth meaning, create consensus on the scope of its subject, is not possible. However, in each period, a new effort to redefine the concept of culture, and the problems it has been closed, and even some theorists have believed, could have problems in the field of culture, in terms of academic discipline and restraint, including Hosted, instead of debating definitions, dimensions and cultural features have noted, and have tried a lot of time, various cultures within and outside the organization. Categories (Pahlavi, 1999). It must be said that the culture of an organization, as the character of a man. Basic assumptions, beliefs, norms and values, the cultural foundations of an organization, formed the foundation of its existence, the good and the bad specifies clean. The culture of an organization, it is considered as a key factor in shaping up, and have a significant impact on the structure of the organization, the organization's internal and external environment, technology and human resources, and most importantly, the efficiency and the strategy of the organization. Culture, should and should specify the shape and form of behavior. Despite a strong and cohesive culture, people also learn more about the goals and strategies of the organization, the values and norms, sense of responsibility, commitment and dedication to the job satisfaction, which along with management strong improvement in morale, motivation, organizational performance and employee productivity is. The rich culture of the organization, as well as the rich and energy-efficient organization led by human resources, perceptions of the same objectives, strong motivation, the moral and spiritual development and the environment, systematic returns, so that the number of researchers believe that the authority and dignity of culture, values, boost morale and job performance are (Robbins, 1998). So you ask, what is culture? organization Mihandoost

(2001), culture is a comprehensive collection of tools and consumer goods, charters and constitutions, for different social groups and craft ideas, beliefs and customs . Moshabaki (2001), organizational culture is a set of key values, beliefs Help, and the difference that the members of a common organization. According to the statements of the above should also be said that Scheultz and Scheultz (1998), one of the main goals of any organization to achieve efficiency. To achieve this goal, have no choice but to resort to a system point of view, there is no native application. Remarkable success in recent decades, with a minimum of one hand, and the failure of the material with the ability of other, non-material and spiritual factors represent a significant role in the success of the in the corporate culture, as a factor in the performance of the organization considered. Robbins (2005) without the use of appropriate organizational culture, descent and reduce the efficiency of the organization, will be facing, because it would be a good culture, stimulating productivity. The corporate culture that inspire employees, how much effort they should. So strong culture can be a stimulus to increase or decrease the productivity of employees. So to say what ?, productivity Epstein (1992), the efficiency of the underlying goals to achieve. Robbins (1992), defined as the efficiency, productivity, as measured by the performance, effectiveness and efficiency included. Finally, it must be said that, in an effort to increase efficiency and productivity in organizations and institutions, the most important issues that we are facing today. Efficiency measures and promote the organizational aspects, such as increased efficiency and effectiveness in setting priorities and making decisions, it is important for managers. Without a doubt, one of the objectives and days organizations, providing a good life with prosperity for themselves and others, in today's world is the best known way to achieve it, the concept of productivity. Through it, living standards, improve their community. (Mirjalili ., 2007). Considering the above, researchers are looking for answers to the question, whether organizational culture on employee productivity, has a significant impact? Or not.

Literature can be said about the countless research on the variables that have been made, some of the studies cited in the following result: Nasiri Poor (2010), the the relationship between organizational culture and employee productivity began. Showed that between organizational culture and employee productivity There is Hedayati (2009) examined the relationship between organizational culture and employee productivity began. The results showed that, between organizational culture and employee productivity, there is a significant relationship. Bordbar (2007) examined the relationship between organizational culture and employee productivity investigated, the results showed that the organizational culture and employee productivity, there is a significant relationship. Novroozi (2005), to examine the relationship between organizational culture and employee productivity began. The results showed that, between organizational culture and employee productivity, there is a significant relationship. Asadi and Rahavi (2004), to examine the relationship between organizational culture and employee productivity began. The results showed that, between organizational culture and employee productivity, there is a significant relationship. Ukachukwu and Iheriohamma (2013), a study on the effects of cultural diversity on productivity of employees in Port Harcourt, Nigeria. The results showed that the diversity of organizational culture has a significant impact on employee productivity. Atafar (2013) examined the relationship between organizational culture, productivity began. The results showed that, between organizational culture and productivity, there is a significant relationship. Goudarzvand Chegini (2010), to examine the relationship between organizational culture and employee productivity began. The results showed that, between organizational culture and employee productivity, there is a significant relationship, Mishra, S Raykundaliya (2011), to assess the understanding of organizational culture, productivity, leadership, management and organizational effectiveness, Gujarat, India engaged in the manufacturing unit. The results showed that, between organizational culture, productivity, leadership, management and organizational effectiveness, there is a significant relationship. According to the literature, as well as the conceptual model proposed hypotheses are as follows:

***the hypothesis of the study***

A) original hypothesis

Organizational culture has a significant effect on employee productivity.

B) sub-hypotheses

1. The organizational culture of the tribe has a significant effect on employee productivity.
2. Status of Ballarat has a significant effect on employee productivity.
3. The market culture has a significant effect on employee productivity.
4. Hierarchical culture has a significant effect on employee productivity.

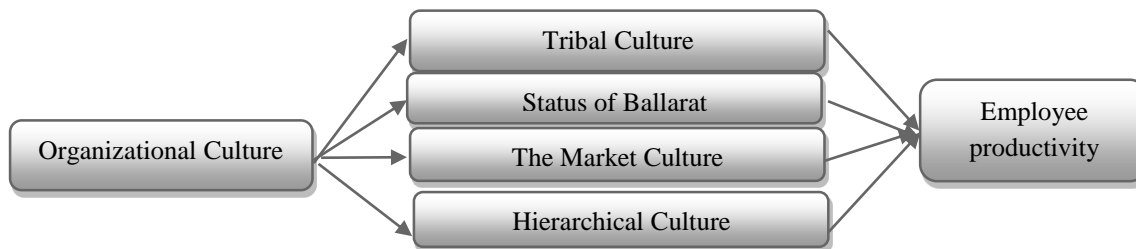


Figure 1. The conceptual model

### MATERIALS AND METHODS

The research for the purpose of application of the method of data collection, survey descriptive, correlational. The statistical population includes 550 people who worked for staff of Bistoon petrochemical company of Kermanshah province. Statistical population sample size yielded 226 using the Cochran formula for a period of 6 months of first half of 2014. Organizational Culture Inventory Cameron and Quinn (2006), and employee productivity expectancy questionnaire Omid (2002), was used. Measure questionnaires, five-option Likert scale, how the questions are scored, the score from 1 to 5 score was calculated. To confirm the validity and reliability of measurement, respectively, for the three professors and Cronbach's alpha (0.88 and 0.78) is used. To analyze the data, to the relationship between the sub-hypotheses, linear regression, and to test the hypothesis, the regression step, the method of least squares, the 0.99 confidence level, the coefficient of determination ( $R^2$ ), adjusted coefficient of determination ( $\bar{R}^2$ ), and size  $P$  were used, if  $P -value < 0.01$  they exist, confirm the hypothesis (H1), and otherwise (H1) is rejected.

Table 1. Descriptive statistics of the study

Group (percent)				Property
women (0.40)		men (0.60)		Gender
Over 50 years (0.05)	50-40 years (0.25)	40-30 years (0.40)	20-30 years (0.30)	Age
PhD and higher(0.10)	MA (0.50)		Expert (0.40)	Education
Over 25 years (0.15)	15-25 years (0.25)	10-15 years (0.27)	10.1 years (0.33)	Experience

### RESULTS AND DISCUSSION

Table 2. Sub hypotheses

Hypothesis	Hypothes1	Hypothes2	Hypothes3	Hypothes4
The assumptions	Regression	Regression	Regression	Regression
Regression of	Linear	Linear	Linear	Linear
Std. Error	0.01	0.01	0.01	0.01
N	226	226	226	226
R	0.259	0.294	0.320	0.346
$R^2$	0.067	0.086	0.10	0.12
P-value	0.000	0.000	0.000	0.000
Confidence Interval	0.99	0.99	0.99	0.99
Hypothesis Verification	$H_1$	$H_1$	$H_1$	$H_1$

Table 3. The main hypothesis

The assumptions	The main hypothesis	
	Step Wise	Step Wise
Regression of		
Step	1	2
Std. Error	0.01	0.01
N	226	226
R	0.346	0.371
$R^2$	0.120	0.137
$\bar{R}^2$	0.116	0.130
F	30.454	17.752
Sig.	0.000	0.000
Confidence Interval	0.99	0.99
Hypothesis Verification	$H_1$	$H_1$

The result of hypothesis no 1 indicates that, The organizational culture of the tribe has a significant effect on employee productivity, according to the level of significance (0.000), and an acceptable level of error (0.01), and 0.99 impact. The hypothesis H<sub>1</sub>, which is indicative of the effect is confirmed.

The result of hypothesis no 2 indicates that, Status of Ballarat has a significant effect on employee productivity, according to the level of significance (0.000), and an acceptable level of error (0.01), and 0.99 impact. The hypothesis H<sub>1</sub>, which is indicative of the effect is confirmed.

The result of hypothesis no 3 indicates that, The market culture has a significant effect on employee productivity, according to the level of significance (0.000), and an acceptable level of error (0.01), and 0.99 impact. The hypothesis H<sub>1</sub>, which is indicative of the effect is confirmed.

The result of hypothesis no 4 indicates that, Hierarchical culture has a significant effect on employee productivity, according to the level of significance (0.000), and an acceptable level of error (0.01), and 0.99 impact. The hypothesis H<sub>1</sub>, which is indicative of the effect is confirmed.

The result of hypothesis no 5 indicates that, as follows: This assumption, made in two stages, the first variable in the equation is a hierarchical culture, is the most affected, followed by the organizational culture of the tribe, into the equation. Because it did not affect other variables, the equations have been removed. The R-value multiple, hierarchical culture, which is equal to 0.346, indicating that this variable alone can 0.346 employee productivity changes to anticipate. If the organizational culture of the tribe, to be added to the predictive value of 0.371 will be reached. Finally, 0.99, and according to the level of significance (0.000), organizational culture has an impact on employee productivity. The hypothesis H<sub>1</sub>, the existence of an impact, is approved.

### CONCLUSION

As noted earlier, the concept of culture is very important that, in the minds and bodies of administrative agencies, has the (Greene, 2004). Far less sense as the concept of culture, the social sciences are subject to interpretation, and interpretations vary, it can be said that the concept of culture has not only brought great difficulties, but also because of the diversity and that area, creating a consensus on the scope of its subject, is not possible. (Pahlavan, 1999). To the extent that, in some research, effective factors on the culture inside and outside the organization, introduce themselves. This study is important because it is trying, employee productivity, the main objective of the mission management and directors of any organization, especially in the petrochemical company's Bistoon, in different cultures, in other words, the employee productivity and the strong and weak culture, should be assessed. Petrochemical system, and especially petrochemical Bistoon, one of the companies that function, in addition to their effects on satisfaction or dissatisfaction of users of its services, the decision of which is effective, the economic community, the eclipse occurs. Undoubtedly, the full realization of the goals of the Bistoon Company, including its economic goals depends on exploiting the capabilities of its human resources, and from the point of view of the type of activities, tasks and roles the use of the corporate culture is important. In general it can be said that the measurement of efficiency plays an important role in improving public elected government policies and programs, especially in the petrochemical Bistoon, both for top level managers, and managers of down plays, and all levels of management must consider the quality of care and outcomes, and even that outcome data are not available, organizations should at least try to, information relating to the quality of services the criteria and indicators of productivity, based on present activities because these managers and government representatives, will enable the productivity data, the most appropriate approach interpret (Hatry & Fisk, 1971). The present study attempts to evaluate the impact of organizational culture on employee productivity in the petrochemical Bistoon. The results of the study showed that the assumptions, organizational culture has a significant impact on employee productivity. The results of this study, researchers at the Research Nasiripoor (2010), Hedayati (2009); Bordbar (2007) Novrooz(2005); Ukachukwu and Iheriohamma (2013); Atafar (2013); Mishra, S Raykundaliya (2011) and Goudarzvand Chegini (2010) is.

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