



**International Journal of Biology, Pharmacy
and Allied Sciences (IJBPAS)**

'A Bridge Between Laboratory and Reader'

www.ijbpas.com

**CONSIDERATION OF THE RELATIONSHIP BETWEEN CORPORATE CULTURE
AND THE OCCUPATIONAL PERFORMANCE OF THE STAFF
(A CASE STUDY: NORTH KHORASAN GAS COMPANY)***

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***This research is being carried out through sponsoring north khorasan gas company**

ABSTRACT

Corporate culture is one of the factors that strengthen an organization's performance. Betterment and enrichment of the corporate culture causes unanimity and camaraderie among each one of the members of an organization and aids them to see themselves as one collection. Corporate culture in an organization plays various roles and has lots of effects on the organizational factors that influencing the personal and organizational performance. Thus, in the present study we are going to consider the relationship between corporate culture and the occupational performance of North Khorasan gas company's staff. The present research in terms of method is a descriptive - survey research and in terms of data collection method is a correlational research. The statistical universe of this research includes all the staff of North Khorasan Gas Company whom their number amounts to one hundred and eighty one persons and the sample under study in this research includes one hundred and thirty persons that are being achieved by means of Morgan table. Sampling method in this research is the simple random sampling and the

measurement tool in the present research is a standard questionnaire. To measure the validity of the questionnaire in this research content validity method is being used. Also, in any scientific research which is being done in an empirical way measurement instrument should be stable. In this research in order to measure the validity of the questionnaire Cronbach's Alpha method is being used. Findings concerning the existence of the relationship between the corporate culture and the occupational performance of the staff is indicative of a positive and meaningful relationship among all the components of the corporate culture and the occupational performance of the staff. This result is being approved in other studies as well

Keywords: Corporate culture, occupational performance of the staff, multiple regressions

INTRODUCTION

Growth, success, and failure of organizations is the result of performance of their managers and staff and the existence of a powerful culture causes the augmentation of the participation of staff and as a result causes the augmentation of efficiency and affectability of that organization. (L. Daft, 2001.p.631) Studies show that corporate culture influences all the aspects of an organization. Efficient manpower is the main dominance index of an organization in comparison with other organizations. (Esmaeli, 2002) Efficient manpower is the worthiest and most precious wealth and asset of any country. Lots of societies are unable to make use of these divine blessings in spite of bearing affluent natural resources due to lack of efficient and merited manpower. (Honari, 2006) Despite this, the managers are making an attempt to pave the way for the betterment of the

occupational performance of their personnel by augmenting the influential factors of occupational performance. Paying attention to the corporate culture which is a fertile field for the growth and dynamicity of an organization can influence lots of organizational problems and issues such as organizational commitment, job satisfaction, stress, creativity, etc. Considering the importance of producing and distributing the energy in our country and its influence on economics and the necessities of citizens, it set the managers of North Khorasan gas company to make the organizational situation or aura ready for the growth and blossoming out of the staff and sustaining the occupational performance of them until they can be more influential than before in aiding the company for the achievement of its purposes.

Thus, according to the importance of scrutinizing the corporate culture the researcher is trying to achieve the definite goals of this research through considering the relationship between corporate culture and the occupational performance. The researcher in this research is going to answer this question that "Is there a relationship between the corporate culture and the occupational performance of the staff in North Khorasan gas company?"

METHODOLOGY

The method which is being used in this research is the descriptive-survey research. This research goes to scrutinize the relationship between the corporate culture and the occupational performance of the staff in North Khorasan Gas Company. Thus, the present research in terms of purpose is an applied research and in terms of data collection method is a descriptive-correlational research. The statistical universe of this research includes all the staff in North Khorasan gas company that amount to one hundred and eighty one. (limited statistical universe).

The sampling method in this research is the simple random sampling. To measure the volume of the sample Cochran formula is being used as the following:

ϵ =tolerable output out of estimating the intended parameter=the ratio of success in the universe

α = level of significance, N=volume of the society

$$n = N \left(\frac{Z \alpha / 2 \sqrt{pq}}{\epsilon} \right)^2 \frac{1}{N-1} + z^2 \frac{\alpha / 2 \sqrt{pq}}{\epsilon^2}$$

$$n = 181 * \frac{1.96(2)^2 * 0.5 * 0.5}{0.05(2)^2} + 1.96(2)^2 * 0.5 * 0.5 = 123$$

The sample volume equals one hundred and twenty three by means of the above table for the limited universe that we increase this number to one hundred and thirty in this research. The sample volume is compatible with and similar to the above numbers according to Kojai-Morgan table.

The research hypotheses are as the following:

Main Hypothesis

There is a meaningful relationship between corporate culture and North Khorasan gas company staff.

Premises

1-There is a meaningful relationship between job involvement and the occupational performance of North Khorasan gas company staff.

2-There is a meaningful relationship between compatibility and the occupational performance of the staff in North Khorasan gas company.

3-There is a meaningful relationship between adaptability with the occupational performance of the staff in North Khorasan gas company.

4-There is a meaningful relationship between the enterprise and the occupational performance of the staff in North Khorasan gas company.

Validity and Reliability of instrument

The present research enjoys a questionnaire-based approach to scrutinize and answer the research questions. In the present research a questionnaire is being used as the main instrument for measurement which is one of the most popular research instruments and is a direct way for collecting data for this research. To measure the research variables a standard questionnaire is being used. To measure the validity of the questionnaire in this research the content validity method is being used. The criterion for the assessment of the content validity is the judgment of a group of experts that in each field to judge its accuracy and correctness but to express the content validity there is no numerical method. Also in any scientific research which is being done in an experimental way the measurement instrument should be valid. There are several methods to measure validity. In the present research in order to

measure the validity of the questionnaire Cronbach's Alpha method is being used. It should be mentioned that to achieve the validity of the questionnaire in this research thirty questionnaires were being distributed among the statistical sample and then their validity were being analyzed through Cronbach's Alpha method to measure the coefficient that the above-mentioned results were presenting according to **Table 1**.

Data analysis Method

In the following diagram the descriptive statistics including the maximum and the minimum amounts, mean, level of significance, and the standard deviation of the research variables are being presented.

Test the normality of the data (Kolmogorov-Smirnov test [K-S])

To determine the kind of test that is going to be used for the research hypotheses, first of all we go to consider the normality or abnormality of the data which is relevant to the hypotheses through (K-S) test and then by using the results of this test we use the proper parametric or non-parametric method for this test.

According to the results in the **Table 3**, based on the amount of the achieved level of significance it can be realized that the null hypothesis (H0) is being approved and H1

hypothesis is being rejected. So, the hypothesis of the normality of the distributions for the observations is being approved. Thus, we should use parametric statistical test.

Pearson correlation test

According to the normality of the research variables we will use Pearson correlation test to scrutinize the relationship among variables (Table 4).

Multiple Regressions

If we consider the simultaneous influence of independent variables on the dependent variable, it is probable to achieve different results. To have the influence of these variables simultaneously, multiple regression is being used and by considering the approval of the correlation among the independent and the dependent variables we go to consider the quantitative relationship between the independent and dependent variable to supply it in the form of a model (Table 5).

Table 1: Cronbach's Alpha coefficient for the research variables

Research Variables	components	Number of Questions	Cronbach's Alpha coefficient
Corporate Culture	Job involvement	5	0.76
	compatibility	5	0.77
	adaptability	5	0.77
	enterprise	5	0.71
Occupational Performance Of the staff	-	15	0.93

Table 2: Descriptive statistics of the research variables

Main variables Of the research	Universe	Observations		Mean results		standard deviation
	Statistical value	Minimum	Maximum	Mean	Level Of significance	
Corporate Culture	130	2.30	5.10	3.6262	0.0546	0.6233
Job involvement	130	2	5	3.6431	0.0866	0.9876
compatibility	130	2	5	3.6354	0.06023	0.6867
adaptability	130	2	5	3.4538	0.06777	0.7727
enterprise	130	2	5	3.7723	0.05614	0.6401
Occupational Performance Of the staff	130	1.67	5	3.6799	0.05917	0.6746

Table 3: Kolmogorov-Smirnov test

Research variables	Statistical value	Level Of significance	Research Result
Corporate Culture	0.742	0.640	Normal
Job involvement	1.349	0.05	Normal
compatibility	0.959	0.317	Normal
Adaptability	1.210	0.107	Normal
Enterprise	1.034	0.235	Normal
Occupational Performance Of the staff	0.691	0.726	Normal

Table 4: The results of the Pearson test on the research variables

Hypotheses	Research Variables		Correlation Coefficient	Level Of Significance	Error Level	Test Result
Main Hypothesis	Corporate Culture	Occupational Performance of the staff	0.338	0.000	0.01	H1 Approval
First Premise	Job Involvement	Occupational performance Of the staff	0.484	0.000	0.01	H1 Approval
Second premise	compatibility	Occupational performance Of the staff	0.650	0.000	0.01	H1 Approval
Third premise	Adaptability	Occupational performance Of the staff	0.239	0.006	0.01	H1 Approval
Fourth Premise	Enterprise	Occupational performance Of the staff	0.351	0.000	0.01	H1 Approval

Table 5: The results of multivariate regression analysis

Dependent Variable	Independent Variable	Coefficient of The variable In the equation(β)	T	Standard Error	Level Of Significance	Correlation Coefficient	Coefficient Of determination	Modified Coefficient Of Determination
Corporate Culture	Job Involvement	0.327	4.287	0.076	0.000	0.710	0.504	0.488
	compatibility	0.591	8.155	0.073	0.000			
	Adaptability	-0.113	-1.482	0.076	0.141			
	Enterprise	-0.062	-0.595	0.104	0.553			

DISCUSSION AND RESULT AND SUGGESTIONS

According to the obtained results of the research hypothesis in which the relationship between the occupational performance and the corporate culture and the influence of the corporate culture on the occupational performance of the staff in the organization is being proven by means of four factors of job involvement, compatibility, adaptability, and the enterprise of the staff, it is being recommended that the managers by means of the following approaches set the stage for the reinforcement and the dynamicity of them.

1. Considering the various aspects of Denisson model for the corporate culture in the present research illustrated that the corporate culture influences the occupational performance of the staff and every organization which is determined to achieve this enterprise should try to supply the organizational culture in a way that the staff do their job with more peace of mind and interest and consider themselves as a part of the organization. As the obtained results about the aspect of corporate enterprise and adaptability show their maximum influence on the

occupational performance of the staff, more investment and considerable significance should be devoted to this area. If the corporate culture creates a proper environment to set the staff in their apposite stand until they can be able to use their capabilities optimally, they will have better motivation to do their job and this issue provides the betterment of the occupational performance for the staff since such an organization bears a high social prestige and provides an exciting environment for the staff. The staff feels proud of working in such an organization and due to this augment their capabilities and commitment to the organization and continuously performs their duties with interest.

2. Job involvement of the staff throughout empowering, team-making, and development of capabilities leads to an increase in their commitment to the organization and the elevation of the occupational level of the staff. Involvement in the job causes that the staff bear high-spiritedness and audacity in their job. Lack of involvement causes that the staff separate from their role and exert

isolatory behaviors and take a defensive stance toward their occupational role. When an organization empowers its staff and makes much of team-making and the development of capabilities a situation will appear to create a powerful culture for the organization and the staff will be able to achieve compatibility and agreement in different situations and it causes the augmentation of the occupational performance of the staff. To augment this factor it is being recommended that throughout team-making and creating work groups pay more attention to the better development. It is necessary for the managers to introduce more successful groups as teams which causes the reinforcement of the corporate culture and encourage and reward them.

3. Compatibility or the substantial values, concordance and coherence can influence the occupational performance of the staff and this relationship reinforces the occupational performance of the staff. In fact, when the activities of an organization are well-adapted and

coherent and the behavior of the staff originates from the values, it causes the betterment and augmentation of the occupational performance of the staff. Compatible organizations are being navigated by clients of the organization who are risk-taking individuals, take lesson from their mistakes, and have the capacity and experience to change. They are trying incessantly to improve the capabilities of the organization due to valuing the clients. Organizations that pay more attention to adaptation in their culture their staff experience a better performance. For paying more attention to this component in the organization it is necessary for the organization managers to familiarize the staff with the existing conditions of the organization and the rivals by holding in-service training periods and direct the staff's attention to the new requirements of the customers and by holding the consultatory meeting between the managers and the staff to increase the compatibility with the changes analyze the solutions.

4. Adaptability or items such as making a change, paying attention to the

organization customers, and the issue of learning in the organization can reinforce the performance of the staff. Organizations which are well-coherent change very hard so inherent coherence and outward adaptability is being considered as a privilege and an accent for the organization. To reinforce this factor it is necessary to set the stage for continuous changes in the environment of the organization for the staff and by holding the meetings and question and answer sessions pay more attention to the ways for paying attention to the clients and make the operational suggestions accessible to other co-workers in the intra-organizational publications, pay more attention to the corporate learning, and the managers explain and elucidate the subject of corporate learning for the staff of the organization more and more and introduce the proper methods for the corporate learning.

5. The aspect of enterprise in the organization: If the organization has a united view and the aims are compatible with the strategies of the organization it can motivates the staff

and finally leads to the betterment and an increase in the occupational performance of the staff. In the organizations the managers should formulate the prospects clearly and aside from imaginations and based on them determine the aims and the way to achieve them and express the strategic orientation of the organization clearly. Managers should make the prospects known for the staff incessantly throughout various methods until they do not deviate from the way to achieve the aims. In the meeting and publications this point is being mentioned continuously.

6. In-service programs and educations which are compatible with the corporate culture components are being organized by the manpower management and can influence the betterment and the development of the corporate culture. Also, by considering the importance of the influences of the corporate culture system in various parts of an organization it is being recommended that individuals whom are being influenced by corporate culture through reports to be recorded in the

file, rewards and the facilities get encouraged and receive job promotion.

ACKNOWLEDGEMENT

We are grateful to *North Khorasan Gas Company*, for their useful collaboration.

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