

Investigating the relationship between organizational culture and human resource productivity (case study of government department employees in Ilam province)

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Abstract

Background and purpose: Organizational culture and human resource productivity are among the categories that have attracted the attention of many behavioral science and management experts in recent years. The current research aimed to investigate the relationship between organizational culture and human resource productivity among government department employees in Ilam province. **Methodology:** The research is correlational and descriptive, and its population consists of all the education workers of Ilam province; 164 employees were selected as a sample through Cochran's sampling formula. To collect data, a standard questionnaire including general questions about the status of the respondents and specialized questions about organizational culture and human resource productivity in education and training was used in the form of questions with a Likert scale, and Cronbach's alpha method was used to check its reliability. In data analysis, descriptive statistics and inferential statistics methods such as t-test, analysis of variance tests with a significance level of 05%, and Pearson's correlation coefficient were used to correlate variables using SPSS software. **Results:** The findings of the research that took place in education in Ilam province indicate a significant and direct relationship between organizational culture and human resource productivity, and culture directly impacts the organization's performance and effectiveness. **Conclusion:** The results showed a direct and meaningful relationship between the existence of close and intimate relationships between human resources and the organization's productivity.

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Introduction

Although organizational culture has been given less attention in the classical theories of management, the attention to the values governing the people and the organization is a fact that has not been hidden from the eyes of thinkers. Specifically, the theory of human relations movement, the studies of Hawthorne and behaviorist thinkers have highlighted the category of culture and values governing work relations in the organization. Gradually, a category called organizational culture became one of the significant topics in management science, especially organizational behavior. This issue was also criticized by experts such as Darren Bains, Edgar Schein, William O'Shea, Stephen Robbins, etc.

Above all, its importance was revealed in the book "In Search of Excellence" by Peters and Waterman that effective organizations have strong cultures with a set of shared values. However, whether strong cultures cause more influence than others depends on the compatibility and appropriateness of the actual content of the culture with the environmental conditions of the organization. Therefore, when faced with a dynamic environment, a strong innovative culture adapts well to it. Therefore, they should expect a strong culture to increase employee satisfaction and productivity and reduce the likelihood of them leaving the organization.

Organizational culture is one of the most recent terms in management literature, which has received much attention from management thinkers and experts in recent years. Researchers in the field of organizational culture believe that the ratio of culture to the organization is like the ratio of personality to the individual, and they believe that their personality should be explored to create growth in the people of the society. Based on this, to create organizational growth that leads to society's growth, it is necessary to research the organization's culture.

Culture refers to how a person perceives the environment in which he lives and represents views and behavior. Culture includes an ethical concept that determines the boundary between right and wrong or good and bad for each group. Generally, culture affects the way management and employees think and behave. Suppose we accept that today's man cannot live apart from institutions and organizations made up of his fellows. In that case, we must accept that many of his behavior originates from these organizations. If the rules and regulations in organizations shape the formal behavior of employees, the organizational culture dictates the informal behavior of employees (Kopelman, 1986).

According to several definitions of organizational culture, it can be said that organizational culture refers to a set of values, beliefs, assumptions, and common norms governing the organization (Brandin and Russell, 1993).

According to Shain Farhang, culture increases the strength of the social system, improves people's knowledge, and shapes their behavior. This statement expresses that accepting the culture and compliance with its underlying principles and standards is not only a part of the

duties but also a guarantee of the organization's survival and dynamism (Epsten, 1992). According to this researcher, culture is formed in three layers innovations, supporting values, and basic assumptions. Each organization has a dominant organizational culture and several sub-cultures. The dominant culture is the culture that is accepted by the majority of people in the organization. The strength of the organizational culture can be determined by the number of members committed to the prevailing values and the level of commitment of the members to the dominant values and norms of the organization (Holzer, 1992).

According to Robbins, if organizational culture is considered from the angle of 10 characteristics, a complete picture of it will be obtained. These features are: 1- Individual creativity 2- Risk tolerance 3- Leadership 4- Integrity 5- Management support 6- Control 7- Identity 8- Reward system 9- Conflict imposition 10- Communication patterns. On the other hand, "productivity," regardless of its technical definition given by the group, is considered as an attitude, culture, and mental perception of work and life, the purpose of which is to make activities smarter to achieve a better and superior life. In productivity, the effective use of facilities and improvement of performance from the perspective of efficiency and the achievement of organizational goals from the perspective of effectiveness are considered. This whole event leads to the desired level of productivity (Robbins, 2004).

Two important components of productivity are efficiency and effectiveness. Efficiency can be considered as doing things right, and effectiveness as doing things right. The history of productivity goes back to a very ancient era; in a way that is tied to man and his talents and abilities. In the 18th century, the term productivity was mentioned for the first time, and after that, independent organizations and movements studied and researched it. Then in Europe, the European Productivity Agency (EPA) and in Asia, the Asian Productivity Organization (APO) was formed. Iran is also one of its sixteen members. In Iran, the National Productivity Organization was established and named in 1991 to raise the standard of living and establish a prosperous society. The primary mission of this organization is to increase productivity in all aspects and levels of activities in the country. Hersey and Blanchard have described the factors that are effective in labor productivity as follows: 1- Ability 2-Knowledge 3-Help 4-Inclination 5-Evaluation 6-Credit 7-Environment; so that performance and productivity are improved according to the above factors (Saatchi, 1997). The concept of organizational culture is considered an effective factor in the productivity and performance of the organization. If a suitable work culture is well spread between management and employees, it leads to the strengthening of organizational commitment, promotion of ethics, performance, and higher productivity. Organizational culture is a set of common beliefs and values that affect the thinking and behavior of the members of an organization. Nevertheless, there is a significant gap between the aspirations and

fundamental beliefs of top management and the daily beliefs and norms that the lower levels of the organization are connected with. Organizational culture was first proposed by Edgar Schein and quickly became one of the main discussions in management. Shain likened organizational culture to an iceberg, the major part of which is hidden, but in fact, the life of the organization's members is shaped and guided by this hidden part.

A strong and innovative culture adapts to a dynamic environment when faced with it. Therefore, it should be able to guide the forces within the organization to follow the goals. We expect that a strong culture will increase employees' productivity and reduce the possibility that they will resist organizational changes; a weak culture will do the opposite. (Dumaine, 1990).

In the last two decades, organizations have reached an acceptable state regarding the growth of resources and the increase of the organizational network. However, many organizations face challenges in the optimal use of their human resources, and the productivity of their employees is not as expected. Therefore, considering that one of the factors affecting the productivity of human resources can be the organization's culture, the purpose of this study is to investigate the impact of organizational culture on the productivity of human resources in the organizations of Ilam province.

Methodology

The present research method is descriptive and correlational. The distribution and relationships between the predictor variables and the research criteria will be investigated using the correlation method. Finally, the multivariate regression method will be used to predict the criteria variable. Our statistical population is all the employees of the government departments of Ilam province, 164 of whom were selected as a sample through Cochran's sampling formula. In order to analyze the data, descriptive statistics and inferential statistics such as t-test, analysis of variance tests with a significance level of 05%, and Pearson's correlation coefficient were used to correlate the variables using SPSS software.

Materials

1- Standard researcher-made questionnaire. The questionnaire in the current research was a standard questionnaire. It consisted of 13 items, in which the impact and importance of each factor on the productivity of education workers in Ilam province were questioned. In this questionnaire, 5 options have been determined in the order of "very high - high - moderate - weak - very weak" for the answer. The content validity method was used to check the validity of the questionnaire, and Cronbach's alpha was used for the instrument's reliability. Cronbach's alpha coefficient obtained in this research was 0.83, which indicates the good reliability of the research tool.

Results

In the present study, 57% of the sample were men, and 43% were women. Among the research sample, 75.6% were married, and 24.4% were single. Regarding education level, 22.4% of the sample had a diploma, 17.6% had an associate degree, 50.4% had a bachelor's degree, and 9.6% had a master's degree or higher. Regarding the age distribution of the statistical sample of this research, 10% of the sample were between 20-25 years old, 28.4% were between 26-30 years old, 18.8% were between 31-35 years old, 13.6% were between 36-40 years old, and 29.2% were 41 years old and older.

Table 1: The results of the ANOVA test of hypothesis 1

F	Df	Significance level	Error level	Result
6/926	2	/001	/05	H0 rejected

In order to investigate the claim of the relationship between organizational culture and human resource productivity among education workers in Ilam province, the following statistical hypotheses were developed. "There is no significant relationship between organizational culture and human resource productivity" (H0) and "there is a significant relationship between organizational culture and human resource productivity" (H1).

According to the table above, considering that the significance level is smaller than 5%. H0 is rejected, and H1 is accepted; that is, organizational culture and human resource productivity have a meaningful and direct relationship.

Table 2: The results of the significance test of the Pearson correlation coefficient of hypothesis 1

Pearson's correlation	Significance level	Error level	Independent variable	Dependent variable	Result
+/284	/000	/01	Organizational culture	Productivity	H0 rejected

According to the table above, taking into account that the significance level is smaller than the error level, the H0 hypothesis is rejected and the H1 hypothesis is accepted. In other words, at the confidence level of 99%, it can be said that the sample data have sufficient evidence to accept H1; that is, there is a direct and meaningful relationship between organizational culture and the productivity of the human resources of education workers in Ilam province.

Table 3: The results of the ANOVA test of hypothesis 2

F	Df	Significance level	Error level	Result
6/926	2	/001	/05	H1 rejected

In order to investigate the claim of the relationship of culture on the performance and effectiveness of the organization among the education workers of Ilam province, the following statistical hypotheses were formulated. "Culture has a direct effect on the performance and effectiveness of the organization" (H0) and "Culture has no direct effect

on the performance and effectiveness of the organization and they have no relationship" (H1).

According to the above table, considering that the significance level is smaller than 5%. H1 is rejected and H0 is accepted, that is, culture has a direct effect on the organization's performance and effectiveness.

Table 4: The results of the significance test of the Pearson correlation coefficient of hypothesis 2

Pearson's correlation	Significance level	Error level	Independent variable	Dependent variable	Result
+/232	/000	/01	Culture	Organization effectiveness	H1 rejected

According to the table above, considering that the significance level is smaller than 5%. H1 is rejected and H0 is accepted, in other words, at the confidence level of 99%, it can be said that the sample data have sufficient evidence to accept H1, that is, there is a culture on the performance and effectiveness of education staff in Ilam province.

Table 5: The results of the ANOVA test of hypothesis 3

F	Df	Significance level	Error level	Result
6/926	2	/001	/05	H0 rejected

In order to investigate the claim of the relationship of culture on the performance and effectiveness of the organization among the education workers of Ilam province, the following statistical hypotheses were formulated. "There is no direct and meaningful relationship between the existence of close and intimate relationships between human resources and the productivity of the organization" (H0) and "there is a direct and meaningful relationship between the existence of close and intimate relationships between human resources and the productivity of the organization" (H1).

According to the above table, considering that the significance level is smaller than 5%. H0 is rejected and H1 is accepted, that is, there is no direct and meaningful relationship between the existence of close and intimate relationships between human resources and organizational productivity.

Table 6: The results of the significance test of the Pearson correlation coefficient of hypothesis 3

Pearson's correlation	Significance level	Error level	Independent variable	Dependent variable	Result
+/178	/000	/01	Close and intimate communication of human resources	Productivity	H0 rejected

According to the above table, considering that the significance level is smaller than the error level, therefore, H0 hypothesis is rejected and H1 hypothesis is accepted. In other words, at the confidence level of 99%, it can be said that the sample data

have sufficient evidence to accept H1, that is, there is a direct and significant relationship between the existence of close and intimate relationships between human resources and the organizational productivity of education workers in Ilam province.

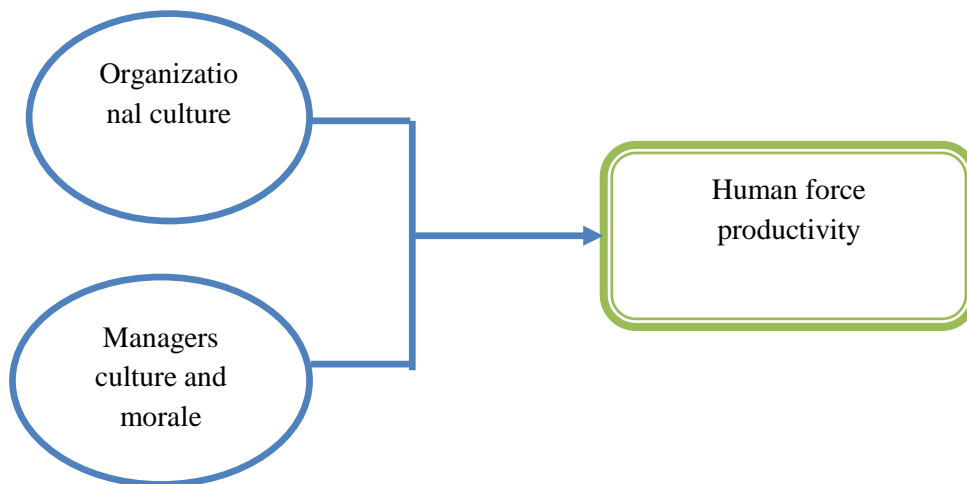


Figure 1. Conceptual model of research

Discussion and Conclusion

The purpose of this research was to investigate the impact of organizational culture on the productivity of human resources in the organizations of Ilam province.

Regarding the first hypothesis of the research, at the 99% confidence level, the sample data indicate a direct and significant relationship between the organizational culture and the productivity of the human resources of the education staff of Ilam province. According to the confirmation of the first hypothesis, it can be concluded that: respect and attention to the organizational force increase the productivity of employees; Considering employees' opinions and suggestions in decision-making increases employee productivity; The best and exemplary employees should be thanked and appreciated so that other employees are encouraged and encouraged to do the same. So, we are diligent in promoting the organizational culture with different methods, it will directly increase the productivity of the human resources working in the organization.

Regarding the second hypothesis of the research, at the 99% confidence level, it can be said that the sample data have enough evidence that culture directly affects the organization's performance and effectiveness. According to the confirmation of the second hypothesis, we can conclude that: productivity cannot be found in written laws and regulations; Rather, culture, social conditions, attitudes, perception, and value systems should be considered

effective in its formation; The basic mechanism of increasing the productivity of education staff lies in shared values and commitment to cultural values; So that good performance can be achieved by using a high commitment system. In order to create such a system, cultural values are the most important factors, and managers play the most sensitive role. Because improving productivity is the responsibility of managers and starts from the management level. By instilling any value, such as productivity, it is necessary to make appropriate changes in the organization's culture so that it becomes compatible with the new organizational requirements. Therefore, managers should analyze the existing culture in their organizations, define their desired organization, and then create appropriate culture and values that support their goals; when necessary, choose appropriate solutions to reject or modify some common organizational cultures.

Regarding the third hypothesis of the research, at the 99% confidence level, it can be said that the sample data sufficiently confirms the hypothesis of a direct and meaningful relationship between the existence of close and intimate relationships between human resources and the organizational productivity of education workers in Ilam province. According to the confirmation of the third hypothesis, it can be concluded that the productivity of human capital leads to real, continuous, and continuous productivity in the organization and has no specific limit. Successful and efficient managers cause the flourishing of productivity in the organization: By applying mechanisms such as human resources training; respecting and valuing human beings; Kindness and socializing with people in the organization; Satisfying employees; providing a healthy moral and behavioral environment; strengthening their morale and encouraging them; eliminating the environment of fear and replacing the environment of trust.

Among the leading limitations of this research, we can point out the presence of intervening variables in productivity and organizational culture research, a large number of questions and the respondents' boredom in answering the questions, and the self-censorship of the employees of education and training organizations due to the fear of possible disclosure of information.

Ethics

This research observed ethical standards, including obtaining informed consent and ensuring privacy and confidentiality. Also, while completing the questionnaires while emphasizing completing all the questions, the participants were free to withdraw from the research at any time and provide individual information. They were assured that the information would remain confidential, which was strictly adhered to.

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Conflict of Interest

According to the authors, this article has no financial sponsor or conflict of interest.

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