WCES 2012

Relationship between organizational culture type and empowering staff in manufacturing companies of Iran

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Abstract

The main purpose of this study was relationship between the type of organizational culture and staff empowerment in Productive Corporations in Iran. The research type was descriptive. The sampling was purposeful and 30 companies between 157 were selected. Two questionnaires (ODQ) and empowerment were completed by staffs. They were analyzed by Ancova the results showed that there is a meaningful relation between type of organizational culture and staff empowerment and its dimensions (being merit, effective, independency, job being meaningful and trust between staffs).

Keywords: Type of Organizational Culture, Empowering, Productive Corporations

1. Introduction

Effective organizations have strong cultures with a set of similar values. But if strong cultures lead to more effectiveness or not, depends on adjustment and real content proportion of the culture with organizational environmental conditions (Laurens & Lush, 2007). Recent decades, one of the influenced concepts in management thought is organizational culture concept. Organizations like communities, involve related culture to themselves which result in their differentiation. Organizational culture is considered as the starting point and source of organizational processes like, structure, hierarchy human relationship, organizational management and performance method, and attitudes and consideration of organization members. Organizational culture can lead to empower organizational commitment, creativity progress, more useful performance and generally, higher productivity and can be accepted as a certainty of organizational life (Batenrar & Kok, 2004, p 114).

2. Research Methodology

The companies with higher change- oriented culture to the companies with higher pragmatism culture involve significant difference in empowering staff in competence feeling, feeling of being effective, independence feeling, meaningfulness feeling, trust feeling among co-workers. This descriptive study has been selected comparative-reasoning one research community includes all manufacturing companies of west Mazandaran (157 companies). Research sample consists of 30 manufacturing companies have been chosen as the research samples, after equalling

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based on human capital numbers and activity performance through using purposeful sampling. Research tools were organizational description (ODQ) and empowerment questionnaires. Reliability of the questionnaires has been obtained in content form and after considering necessary and resulted corrections by the experts, and their validity has been achieved through kronbakh alpha coefficient that it's amount for staff empowerment questionnaires is evaluated 0/89 and for organizational culture type is 0/91. MANOVA has been applied for analyzing data.

3. Research Findings

The companies with higher change – oriented culture to the companies with higher pragmatism culture involve significant difference in empowering staff in competence feeling of being effective, independence feeling , meaningfulness feeling, trust feeling among co-workers.

4. Tables

Table 1. Scores of standard deviation means of meaningfulness, being effective, competence feeling, autonomy, trust feeling

| variables                  | pragmatism culture group | change – oriented culture group |
|----------------------------|--------------------------|--------------------------------|
|                            | \( \bar{X} \) | SD   | \( \bar{X} \) | SD   |
| Meaningfulness             | 20/92        | 6/84 | 29/52        | 5/68 |
| Being effective competence feeling | 26/53        | 5/92 | 33/17        | 3/43 |
| autonomy                   | 19/07        | 5/99 | 27/76        | 2/48 |
| Trust feeling              | 7/92         | 3/27 | 11/76        | 3/94 |

For investigating hypothesized convergence of variance and co-variance matrix, Box's test has been conducted. Table 2. Box's test to investigate variance and co-variance matrix

| Box's Meaningfulness level | F   | \( \text{Df}_{1} \) | \( \text{Df}_{2} \) | P |
|----------------------------|-----|---------------------|---------------------|---|
| 27/671                     | 1/473 | 15                 | 2673/209             | 0/106 |

Since meaningfulness level is more than \( p=0/05 \), so, F, statistically calculated, is not meaningful, therefore hypothesized convergence of variance and co-variance matrix is not under question.

Investigating correlation coefficient amount between dependant variables, meaningfulness, being effective, competence feeling, autonomy, trust feeling, has been reported in table 2.

Table 3: corresponding correlation among variables, meaningfulness, being effective, competence feeling, autonomy, trust feeling
The results of table 3 show that convergence correlation among meaningfulness, being effective, competence feeling, autonomy, trust feeling includes a meaningful relationship statistically. This relation shouldn't be more than 90% because the relative portion of each one is not clear. Investigating mean and standard deviation of variables meaningfulness, being effective, competence feeling, autonomy, trust feeling have been reported in table 3.

Table 4: analysis of variance results for variables, meaningfulness, being effective, competence feeling, autonomy, trust feeling

| Perash source          | Sum of squares (SS) | Degree of freedom (df) | Mean of squares (ms) | F      | Meaningfulness level (p) | Effect amount Eta | Test power |
|------------------------|---------------------|------------------------|----------------------|--------|-------------------------|------------------|------------|
| Meaningfulness         | 545/642             | 1                      | 545/642              | 14/157 | 0/001                   | 0/336            | 0/953      |
| Being effective        | 324/599             | 1                      | 324/599              | 14/907 | 0/001                   | 0/347            | 0/961      |
| competence feeling     | 359/102             | 1                      | 359/102              | 14/790 | 0/001                   | 0/346            | 0/960      |
| autonomy               | 556/018             | 1                      | 556/018              | 29/379 | 0/001                   | 0/512            | 0/999      |
| Trust feeling          | 108/718             | 1                      | 108/718              | 8/054  | 0/008                   | 0/223            | 0/782      |

According to the results of table 4, and for analyzing dependant variables, meaningfulness, being effective, competence feeling, autonomy, trust feeling. In change- oriented and pragmatism culture group, Ben fryon Alpha (0/01) has been used. Due to the results of table 4, for analyzing meaningfulness variable, according to calculated F, \( \eta^2 = 0/336 \), p=0/001, (df1,28)=14/157 with F, therefore calculated F is meaningful statistically because meaningfulness level is less than Ben fryon Alpha (0/01).

For analyzing dependant variable, being effective, due to calculated F, \( \eta^2 = 0/347 \), p=0/001, (df1,28)=14/907 with F, because the meaningfulness level is less than Ben fryon Alpha (0/01), therefore calculated F is meaningful statistically. For analyzing dependant variable, competence feeling, due to calculated F, \( \eta^2 = 0/346 \), p=0/001, (df1,28)=14/790 with F, because the meaningfulness level is less than Ben fryon Alpha (0/01), therefore calculated F is meaningful statistically.

For analyzing dependant variable, autonomy, due to calculated F, \( \eta^2 = 0/512 \), p=0/001, (df1,28)=29/376 with F, because the meaningfulness level is less than Ben fryon Alpha (0/01), therefore calculated F is meaningful statistically.

For analyzing dependant variable, trust feeling, due to calculated F, \( \eta^2 = 0/223 \), p=0/001, (df1,28)=8/054 with F, because the meaningfulness level is less than Ben fryon Alpha (0/01), therefore calculated F is meaningful statistically.

According to meaningfulness of means difference with 95% reliability, it is mentioned that the research hypothesis is confirmed, that is, there is a relationship between organizational culture and empowering staff.

5. Discussion

As calculated F is in level 0/05, statistically, therefore it can be said that variable scores of competence feeling, being effective feeling, autonomy feeling, meaningfulness feeling, trust feeling. Among co-workers in pragmatism and change – oriented culture groups is different meaningfully. And by comparing the means it is determined that trust feeling in change – oriented culture group is more than pragmatism culture group. According to the research topic, the results show that there is a relationship between organizational culture type and staff empowerment, which is along with Saeedi, et al (2010), Deilamghani (2010), Ziaee, et al (2009), Keno & kelg (2008), Stuart (2006), Jochav & Espanger (2005), Harvard (2001) researches.
Acknowledgements
Authors express their sincere thanks to all participants in the study, who shared their time and expertise to us.

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