Study of Organizational Culture Influence (Based on Denison’s Model) on Effectiveness of Human Resources in Karun Oil & Gas Production Company

Nasrin Pirayeh, Abdol Mohammad Mahdavi, Ali Mohammad Nemapatpour

1M.A Student of public management, Islamic Azad university shooshtart Branch, school of management.
2Assistant professor, Visiting Islamic Azad university shooshtart Branch and Tehran Al-Zahra university faculty.
3Assistant professor, ph.D. in statistics, Islamic Azad university shooshtart Branch, school of management.

Abstract: Introduction: The aim of this Study is to investigate the Influence of organizational culture (Based on Denison model) on the effectiveness of human resources in Karun Oil & Gas Production Company (staff section–Ahvaz). In this research Denison model is used to recognize the organizational culture, which has been designed by Mr. Daniel Denison following his studies, for evaluating the organizational culture based on four dimensions: Involvement, consistency, Adaptability and Mission, each of which has three indicators. Methods: A descriptive-correlational research method was utilized. The population is consisted of full staff Karun oil & Gas production company, their total number is 360 (N=360) which with regard to Krejcie and Morgan table, and the sample 186 employees were selected through Randomized-stratified sampling. The data gathering tools includ the effectiveness of human resources and derived from standard Denison's organizational culture questionnaires. The Cronbach's alpha method were used in order to estimate the reliability each of the questionnaires. For organizational culture questionnaire, the Cronbach's alpha coefficient method are 0/92 respectively. For questionnaire employees effectiveness, they are 0/81 respectively. In this study, the descriptive and inferential statistics (pearsons correlation coefficient, linear Regression, Friedman Test) were used by utilizing SPSS 16 in order to analyze the obtained data. Results: The results of this research showed that in significant (level 0/05), the organizational culture and effect on employess effectiveness and also all of organizational culture (Involvement, consistency, Adaptability and Mission) have and effect on employees effectiveness(organizational employees commitment, mass collaboration morale). Comparison of the twelve indicators of organizational culture showed that the Empowerment, core values, Strategic Direction & Intent and organizational Learning have the highest score and Coordination & integration, customer focus and Creating chang are the lowest.

Key words: Organizational culture, Denison model, Effectiveness of Human Resources, Karun Oil & Gas Production Company.

INTRODUCTION

Organizational culture is the set of the values, belief and behavior patterns that represent the core identity of an organization and has a significant role in making up behavior of employees (Rashid, 2003; Schein, 1992). In the other word it includes values, concepts and patterns which are commonly learned and accepted and institutionalized by members of a group working in an organization (Lawson, 1998). Such a culture gives the members of an organization a unique identity and contributes to increase group commitment and consolidates their social system.

Organizational culture is a complex phenomenon; nevertheless it has an important effect on accelerating the progress trend and renovation of an organization. Thus an organization will actually face with various problems such as organization conflict, non-integrity of organization and decreased performance if it does not consider its organizational culture and the dimensions as well as the indicators of it adequately. Hence familiarity with organizational culture helps the managers to capture the strengths by understanding the atmosphere dominating the organization and taking necessary actions for predicating the weaknesses (Rahimnia, 2008).

What the findings and research imply is that organizational culture has an effect on the way of behaving so that today the organizations in which the core belief and values are eagerly developed and maintained are of more commitment staff sticking to those values and belief and having stronger culture. The satisfaction of staff in such organizations is high and turnover is rarely seen. The people are highly motivated and do their job as good as possible. In this case, organizational culture will become a positive factor contributing to organization effectiveness (Moshabaki A, 1998). Therefore organizational culture is a context in which the employees learn...
how to do their duties effectively. Effectiveness means achieving a goal in such a way that the satisfaction of the people doing the job is desirably met (Rezaian A, 1993).

Today, presence of large companies such as oil industries which their outputs are considered as strategic products as well as exchange supplying resources is of particular importance. Karun Oil & Gas Production Company, a large-scale firm producing oil affiliated to National Iranian South Oil Company, believes, as other firms, that the employees are the most valuable asset in an organization and the organizational culture has a significant effect on their behavior. Organizational culture accounts for the complicated part of the employees’ ideas and values and these values will be effective in way of thinking and behaving of the people in a workplace. All the above mentioned cases are related to effectiveness of manpower. An efficient labor is a major indicator suggesting the superiority of a company over the other because the manpower is the most important resource of an organization. Specialized employees, loyal, compatible with values, having positive attitude toward organization’s goals, highly motivated and committed to retain and continue his or her activity in company are the basic needs desired by any organization. An organization needs those employees whose attitudes and activities are far beyond their job description and routinely assigned tasks. It means that the employees should wish, will and able to do their tasks more than specified amount in order to attain organization’s goals. Presence of such a manpower in a organization contribute to increase performance, spirit of employees and manifest the individual and organization goals more clearly while decreasing absenteeism, delay and displacement at the workplace significantly.

Therefore organizational culture plays a critical part in degree of success of this company. In order to promote the existing organizational culture first the dominated culture has to be examined and understood so that the improvable points of culture to be recognized and cultural promotion facilitated. Hence the managers of this company are ever seeking to develop a suitable organizational culture through which remove the current problems while increasing the efficiency and effectiveness. However substantial questions are those that what kind of culture to be effective in this organization and what dimensions as well as aspects it should have and what role it plays in promotion and decline of performance?

This research studies organizational culture and its effect on manpower’s effectiveness. The main variables are organizational culture as independent variable and effectiveness of manpower as dependent one. The Denison’s model, which is a relatively newer and more detailed model, is used in order to understand the organizational culture of the Karun Oil & Gas Production Company. According to this model, organizational culture has four dimensions: involvement, consistency, adaptability and mission. The manpower’s effectiveness variable involves commitment of employees and mass collaboration morale.

Research Model:

The Denison’s model, which is a relatively newer and more detailed model, is used in order to understand the organizational culture of the Karun Oil & Gas Production Company. Denison, (2000) conducted investigation on organizational culture and effectiveness of organization. He outlined the following cultural characteristics in his model:

![Fig. 1:](image-url)
Involvement:
Effective organizations empower and engage their people, build their organization around teams, and develop human capability at all levels. Organizational members are committed to their work, and feel a strong sense of ownership. People at all levels feel that they have at least some input into decisions that will affect their work and feel that their work is directly connected to the goals of the organization. This allows high involvement organizations to rely on informal, voluntary and implicit control systems, rather than formal, explicit, bureaucratic control systems. In the model, this trait is measured with three indexes:

Empowerment:
Individuals have the authority, initiative and ability to manage their own work. This creates a sense of ownership and responsibility toward the organization.

Team Orientation:
Value is placed on working cooperatively toward common goals for which all employees feel mutually accountable. The organization relies on team effort to get work done.

Capability Development:
The organization continually invests in the development of employee’s skills in order to stay competitive and meet on-going business needs.

Consistency:
The organizations are effective when they are consistent and well integrated. Behavior is rooted in a set of core values, leaders and followers are skilled at reaching agreement and incorporating diverse points of view, and the organization’s activities are well coordinated and integrated. Consistent organizations develop a mindset and create organizational systems that build an internal system of governance based on consensual support. These implicit control systems can be a more effective means of achieving coordination and integration than external- control systems that rely on explicit rules and regulations. These organizations have highly committed employees, a distinct method of doing business, a tendency to promote from within, and a clear set of “do’s” and “don’ts”. This type of consistency is a powerful source of stability and internal integration. In the model, this trait is measured with three indexes:

Core Values:
Members of the organization share a set of values which create a sense of identity and a clear set of expectations.

Agreement:
Members of the organization are able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.

Coordination and Integration:
Different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done.

Adaptability:
Despite some of the natural advantages of well-integrated organizations, they can also be the least adaptive and the most difficult to change. Internal integration and external adaptation can be at odds. Adaptable organizations translate the demands of the organizational environment into action. They take risks, learn from their mistakes, and have capability and experience at creating change. They are continuously improving the organization’s ability to provide value for its customers by creating a system of norms and beliefs that support the organization’s capacity to receive, interpret, and translate signals from its environment into internal systems that increase the organization’s chances for survival and growth. Organizations that are strong in adaptability usually experience sales growth and increased market share. In the model, this trait is measured with three indexes:

Creating Change:
The organizations is able to create adaptive ways to meet changing needs. It is able to read the business environment, react quickly to current trends, and anticipate future changes.
Customer Focus:  
The organization understands and reacts to this customers and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customers.

Organizational Learning:  
The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities.

Mission:  
Successful organizations also have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of what the organization will look like in the future. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future state. Being able to internalize and identify with an organization's mission contributes to both short and long-term commitment to the organization. In the model, this trait is measured by three indexes:

Strategic Direction and Intent:  
Clear strategic intentions convey the organization’s purpose and make it clear how everyone can contribute and “make their mark” on the industry.

Goals and Objectives:  
A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work.

Vision:  
The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization’s people, while providing guidance and direction.

Fixed –Inflexed Continuum and Internal-External Centralization:  
As it is seen, the Denison’s model has axes of horizontal and vertical which have divided the model into four sectors (quadrant). The vertical axis represents the degree and the type of centralization of organizational culture. In one extreme it ends to internal centralization and the other terminates to external centralization. The horizontal axis refers to the degree of flexibility of organization which in one extreme it ends to the static culture and another to the inflexed culture.

The Reasons for Adoption of this Model as a Conceptual and Theoretical Model are as Follows:  
1. The basis of the model is on this basic point that how the performance is influenced by organizational culture.
2. This model is applied in organizations for management of change and recognizes those components of organizational culture requiring change in order to be prioritized for reviewing.
3. In place of evaluation of personality, it tests the behavior of group.
4. It is applicable to all of the hierarchy levels.
5. From viewpoint of the measuring indices and measurement of organizational culture dimensions it is a detailed model.
6. The graphical diagram of this model indicates clearly the organizational culture characteristics in two dimensions of internal and external centralization and the degree of inflexibility as well as at 12 indicators level.
7. This model has a direct impact on organizational culture and provides a novel framework over the other organizational culture models.
8. The Denison’s model has been extensively employed by various organizations in other countries in order to evaluate organizational culture.

Research Aims:  
The aims of this research are to:
1. Identify the Karoon Oil & Gas Production Company based on Denison model.
2. Examine the dimensions of organizational culture based on Denison model in Karun Oil & Gas Production Company.
3. Establish a relation between organizational culture and effectiveness of manpower in Karun Oil & Gas Production Company.
4. Make recommendations and provide empirical and scientific solutions for executive managers.

**Hypotheses:**

**Main Hypothesis:**

The organizational culture has an effect on effectiveness of staff in Karun Oil & Gas Production Company.

**Sub-Hypotheses:**

1. The component of Involvement has an effect on commitment of the staff employing in this company.
2. The component of consistency has an effect on commitment of the staff employing in this company.
3. The component of adaptability has an effect on commitment of the staff employing in this company.
4. The component of mission has an effect on commitment of the staff employing in this company.
5. The component of Involvement has an effect on mass collaboration morale of the staff employing in this company.
6. The component of consistency has an effect on mass collaboration morale of the staff employing in this company.
7. The component of adaptability has an effect on mass collaboration morale of the staff employing in this company.
8. The component of mission has an effect on mass collaboration morale of the staff employing in this company.

**Method:**

With regard to the nature of subject, aims and research questions, the method is a descriptive-correlation one because the degree of correlation between organizational cultural and effectiveness of staff in Karun company is to be examined.

The population consists of all the employees (men and women) having diploma degree and higher. Totally 360 people are working in this company which has been employed in 2010.

The sampling in this research is done through randomly stratified sampling proportional to population volume.

The tool collecting data consists of two questionnaires derived from Denison’s model. They are: effectiveness of staff and organizational cultural standard. These questionnaires have been already used by Denison in several research which after translation and adaptation, they were used in this research. They contain 60 items that transform the qualitative factors into quantitative values by using Likert 5-choice scale. The degree of a choice represents that the respondent completely agrees with the situation that he or she answers to it.

The questions from 1 to 15 measure the Involvement (empowerment, team orientation and capability development) from 15 to 30 the consistency (core values, agreement and coordination & integration) from 16 through 45 the adaptability (creating change, customer focus and organizational learning) finally the questions from 46 through 60 measure the mission feature (strategic Direction & intent, goals& objectives and vision).

The effectiveness of staff’s questionnaire contains 12 items which six first items relate to commitment of employees and six other ones to mass collaboration morale.

**Validity and Reliability Determination of The Measuring Tool:**

The validity answers to this question that the measuring tool to what extent measures the characteristic of interest. In order to increase the validity content of the questionnaire the following instruments were used.

1. Studying the questionnaires and questions have been already used in similar research.
2. Examining of numerous articles and books regarding to this issue and related models.
3. Consulting with experienced people

In order to determine the capability of the questionnaire, the Cronbach alpha was used. By using the Spss software the validity coefficient of effectiveness of staff’s questionnaire and organizational culture were determined .81 and .92 respectively and the validity of various components were established by following table.

**Statistical Analysis:**

In order to analyze the collected data a series of statistic techniques were used in this research and for convenience, the Spss package (16th version) was adopted. The statistics such as frequency, percentage, mean, standard deviation, maximum & minimum and related diagrams were employed to analyze the data descriptively. Pearson correlation coefficient and linear regression have been used to estimate the relationship between variables and test the assumptions in both main hypothesis and sub-hypotheses. The Freedman Test was employed in order to examine and compare twelve-index organizational culture.
Table 1: The reliability coefficient is Questionnaires.

<table>
<thead>
<tr>
<th>Statistical indicators</th>
<th>Cronbach's alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Whole Questionnaire</td>
<td>0.93</td>
</tr>
<tr>
<td>Effectiveness of staff</td>
<td>0.81</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>0.92</td>
</tr>
<tr>
<td>Involvement</td>
<td>0.85</td>
</tr>
<tr>
<td>Consistency</td>
<td>0.72</td>
</tr>
<tr>
<td>Adaptability</td>
<td>0.77</td>
</tr>
<tr>
<td>Mission</td>
<td>0.76</td>
</tr>
<tr>
<td>Commitment of employees</td>
<td>0.72</td>
</tr>
<tr>
<td>Collective working morale</td>
<td>0.82</td>
</tr>
</tbody>
</table>

Findings:

In present research the men and women consisted of 91.8% and 8.2% of the sample respectively. The age group of respondents 41-50 had the most frequency with 36.5 percent and the group under 30 years had the least frequency with 12.9 percent. The data showed that the highest percent (49.2%) of the subjects had graduate degree and the lowest percent (3.5%) of them had got master degree. Also the findings showed that 21.2%, 28.8% and 50% service records of the subjects were fewer than 10, 10-19, and 20 years and more respectively.

Findings Related to Hypotheses:

Main Hypothesis:

The findings resulting from the effect of organizational culture on effectiveness of manpower indicate that in confidence level 95% there is a positive and significant relationship between two variables. Thus the correlation coefficient used by Pearson Test is confirmed in $r=0.670$ ($p<0.05$). And also the linear regression test showed the gradient is equal to 0.818 ($B=0.818$) which the plus sign represents direct correlation between variables. That is, the more degree of organizational culture the more effectiveness of staff is. The ratio $F$ equals to 136.991 is statistically significant. Therefore the main hypothesis is affirmed (Table 2).

Table 2: The effect of organizational culture on employees effectiveness.

<table>
<thead>
<tr>
<th>Statistical indicators</th>
<th>R</th>
<th>RS</th>
<th>F</th>
<th>P</th>
<th>coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>effectiveness of staff</td>
<td>organizational culture</td>
<td>0.670</td>
<td>0.446</td>
<td>136.991</td>
<td>0.000 B=0.818</td>
</tr>
</tbody>
</table>

Sub-Hypotheses:

H1: The findings resulting from studying the effect of involvement on commitment of manpower indicate that in confidence level 95% there is a positive and significant relationship between two variables. Thus the correlation coefficient used by Pearson Test is confirmed in $r=0.465$ ($p<0.05$). And also the linear regression test showed the gradient is equal to 0.430 ($B=0.430$) which the plus sign (+) represents direct correlation between variables. That is, the more employees engage in work the more their commitment is. The ratio $F$ equals to 46.454 is statistically significant. Therefore H1 is affirmed (Table 3 and 4).

H2: The findings resulted from examining the impact of consistency on commitment of staff indicate that in confidence level 95% there is a positive and significant relationship between two variables. Thus the correlation coefficient used by Pearson Test is confirmed in $r=0.404$ ($p<0.05$). And also the linear regression test showed the gradient is equal to 0.472 ($B=0.472$) which the plus sign (+) represents direct correlation between variables. It means, the more employees are compatible the more their commitment is. The ratio $F$ equals to 32.676 is statistically significant. Thus H2 is affirmed (Table 3 and 4).

H3: The findings resulted from investigating the impact of adaptability on commitment of staff show that in confidence level 95% there is a positive and significant relationship between two variables. Thus the correlation coefficient used by Pearson Test is confirmed in $r=0.549$ ($p<0.05$). And also the linear regression test showed the gradient is equal to 0.606 ($B=0.606$) which the plus sign (+) represents direct correlation between variables. It means, the more employees are adaptable the more their commitment is. The ratio $F$ equals to 72.435 is statistically significant. Thus H3 is affirmed (Table 3 and 4).

H4: The findings obtained from studying the effect of mission on commitment of staff show that in confidence level 95% there is a positive and significant relationship between two variables. Thus the correlation coefficient used by Pearson Test is confirmed in $r=0.514$ ($p<0.05$). And also the linear regression test showed the gradient is equal to 0.644 ($B=0.644$) which the plus sign (+) represents direct correlation between variables. It means, the more employees are adaptable the more their commitment is. The ratio $F$ equals to 60.193 statistically significant. Thus H4 is affirmed (Table 3 and 4).
H5: The findings obtained from studying the effect of involvement on mass collaboration morale indicate that in confidence level 95% there is a positive and significant relationship between two variables. Thus the correlation coefficient used by Pearson Test is confirmed in \( r = 0.541 \) (p<0.05). And also the linear regression test showed the gradient is equal 0.660 \( (B=0.660) \) which the plus sign (+) represents direct correlation between variables. It means, the more employees are engaged in work the higher morale is. It means, the more employees are engaged in work the higher morale is. The ratio \( F \) equals 69.336 is statistically significant. Thus H5 is affirmed (Table 3 and 4).

H6: The findings obtained from studying the effect of consistency on mass collaboration morale indicate that in confidence level 95% there is a positive and significant relationship between two variables. Thus the correlation coefficient used by Pearson Test is confirmed in \( r = 0.515 \) (p<0.05). And also the linear regression test showed the gradient is equal 0.795 \( (B=0.795) \) which the plus sign (+) represents direct correlation between variables. It means, the more employees are engaged in work the higher morale is. It means, the more employees are compatible in work the higher morale is. The ratio \( F \) equals 60.580 is statistically significant. Thus H6 is affirmed (Table 3 and 4).

H7: The findings resulted from studying the effect of adaptability on mass collaboration morale indicate that in confidence level 95% there is a positive and significant relationship between two variables. Thus the correlation coefficient used by Pearson Test is confirmed in \( r = 0.582 \) (p<0.05). And also the linear regression test showed the gradient is equal 0.850 \( (B=0.850) \) which the plus sign (+) represents direct correlation between variables. It means, the more employees are engaged in work the higher morale is. It means, the more employees are adaptable in work the higher morale is. The ratio \( F \) equals 85.938 is statistically significant. Thus H7 is affirmed (Table 3 and 4).

H8: The findings resulted from studying the effect of mission on mass collaboration morale indicate that in confidence level 95% there is a positive and significant relationship between two variables. Thus the correlation coefficient used by Pearson Test is confirmed in \( r = 0.529 \) (p<0.05). And also the linear regression test showed the gradient is equal 0.634 \( (B=0.634) \) which the plus sign (+) represents direct correlation between variables. It means, the more employees are engaged in work the higher morale is. It means, the clearer mission the higher morale is. The ratio \( F \) equals 65.238 is statistically significant. Thus H7 is affirmed (Table 3 and 4).

### Table 3: correlation coefficient between component elements of organizational culture and effectiveness of staff.

<table>
<thead>
<tr>
<th>Variable</th>
<th>indicator</th>
<th>Involvement</th>
<th>Consistency</th>
<th>Adaptability</th>
<th>Mission</th>
</tr>
</thead>
<tbody>
<tr>
<td>commitment of manpower</td>
<td>Pearson correlation</td>
<td>0.465</td>
<td>0.404</td>
<td>0.549</td>
<td>0.514</td>
</tr>
<tr>
<td>Collective working morale</td>
<td>Pearson correlation</td>
<td>0.541</td>
<td>0.515</td>
<td>0.582</td>
<td>0.529</td>
</tr>
</tbody>
</table>

### Table 4: The effect of organizational culture on the effectiveness of staff.

<table>
<thead>
<tr>
<th>Subsidiary Hypothesis</th>
<th>Statistical indicators</th>
<th>R</th>
<th>RS</th>
<th>F</th>
<th>P</th>
<th>coefficients</th>
<th>Result</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dependent variable</td>
<td>Independent variable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>H1 Involvement</td>
<td>0/465</td>
<td>0/212</td>
<td>F=46/454</td>
<td>P= 0/000</td>
<td>B= 0/430</td>
<td>( \beta = 0/465 )</td>
<td>t= 6/816</td>
</tr>
<tr>
<td>H2 Consistency</td>
<td>0/404</td>
<td>0/158</td>
<td>F=32/676</td>
<td>P= 0/000</td>
<td>B= 0/472</td>
<td>( \beta = 0/404 )</td>
<td>t= 5/716</td>
</tr>
<tr>
<td>H3 Adaptability</td>
<td>0/549</td>
<td>0/297</td>
<td>F=72/435</td>
<td>P= 0/000</td>
<td>B= 0/606</td>
<td>( \beta = 0/549 )</td>
<td>t= 8/511</td>
</tr>
<tr>
<td>H4 Mission</td>
<td>0/514</td>
<td>0/259</td>
<td>F=60/193</td>
<td>P= 0/000</td>
<td>B= 0/466</td>
<td>( \beta = 0/541 )</td>
<td>t= 7/758</td>
</tr>
<tr>
<td>H5 Involvement</td>
<td>0/541</td>
<td>0/288</td>
<td>F=69/336</td>
<td>P= 0/000</td>
<td>B= 0/660</td>
<td>( \beta = 0/541 )</td>
<td>t= 8/327</td>
</tr>
<tr>
<td>H6 Consistency</td>
<td>0/515</td>
<td>0/261</td>
<td>F=60/580</td>
<td>P= 0/000</td>
<td>B= 0/795</td>
<td>( \beta = 0/515 )</td>
<td>t= 7/783</td>
</tr>
<tr>
<td>H7 Adaptability</td>
<td>0/582</td>
<td>0/334</td>
<td>F=85/938</td>
<td>P= 0/000</td>
<td>B= 0/850</td>
<td>( \beta = 0/582 )</td>
<td>t= 9/270</td>
</tr>
</tbody>
</table>
Study and Comparison of Twelve-Index Organizational Culture:

As seen in table 6, the significance level of the Freedman Test 0.000 is less than \( \alpha = 0.05 \). Therefore \( H_0 \) is rejected. It means that there exists a significant correlation between minimum medians of two indices. Thus it can be said that rating between obtained scores is meaningful.

According to table 5, empowerment (8.44), core values (7.92), strategic Direction& Intent (7.34), organizational learning (7.24) are of high rate respectively, reflecting satisfaction of employees working in Karun company from above indices. Also as the table 7 indicates the coordination & integration (4.80), customer focus (5.04) and creating change (5.43) have low rate, meaning dissatisfaction of the employees from these conditions and there must be more focus on improving them.

Table 5: Averag rating twelve indicators of organizational culture in the fridman test.

<table>
<thead>
<tr>
<th>Ranks</th>
<th>Mean Rank</th>
<th>Ranks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>8.44</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>7.92</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>7.34</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>7.24</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>6.54</td>
<td>5</td>
</tr>
<tr>
<td>6</td>
<td>6.45</td>
<td>6</td>
</tr>
<tr>
<td>7</td>
<td>6.31</td>
<td>7</td>
</tr>
<tr>
<td>8</td>
<td>6.25</td>
<td>8</td>
</tr>
<tr>
<td>9</td>
<td>6.24</td>
<td>9</td>
</tr>
<tr>
<td>10</td>
<td>5.43</td>
<td>10</td>
</tr>
<tr>
<td>11</td>
<td>5.04</td>
<td>11</td>
</tr>
<tr>
<td>12</td>
<td>4.80</td>
<td>12</td>
</tr>
</tbody>
</table>

Table 6: Fridman test results on the indicators of organizational culture.

<table>
<thead>
<tr>
<th>N</th>
<th>Chi-Square</th>
<th>df</th>
<th>Asymp.sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>170</td>
<td>182.231</td>
<td>11</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Discussion and Conclusion:

In order to recognize the organization and examine the behavior and efficiency of people employing in it, awareness of organizational culture is an essential step toward focusing on culture existing in company and taking new actions toward goals. The culture is a means by which any organization can easily facilitate any required change. Indeed trying to create any change in organization without taking the culture into account will be failed. Further if managers aim to increase productivity and performance of their organization, they should primarily consider the factors constituting organization culture. Therefore this paper attempts to test the Denison’s organization culture model in Karun Company and highlights those factors of organizational culture dominantly influencing on effectiveness of employees. The results obtained from this research indicates that the Karun Company has desirable dimensions of organizational culture and that by using various statistical techniques it was affirmed that the organizational culture has a effect on effectiveness of employees. Confirming this hypothesis leads us to this substantial point that one of the big mistakes is already committed by organizations is that they always compare and identify the effectiveness of employees by quantitative measures. For example increasing wage and salary is taken as a the most common way for promoting the effectiveness while qualitative variables such as organizational culture may simply frustrate and reinforce effect of the above mentioned indices. By turning their attention on some organizational culture aspects, the organizations can take substantial steps toward promotion of employees’ morale and their commitment.

The findings resulted from this study demonstrate that the dimensions of organizational culture have an effect on effectiveness of employees. Thus the impact of organizational culture’s components (involvement, consistency, adaptability and mission) on commitment of Karun company’s staff reflects the following cases:

1. The employees are participated and involved in all of the activities in this company and are allowed to engage actually in the decision process. Hence a sense of responsibility and ownership in organization is reinforced; absenteeism and turnover are rarely seen. These results are consistent with Ramadan (2010) findings.
2. The staff in this company attaches great importance to collaboration and agreement and have the shared views about their organization which lead to establish a desirable balance of the goals throughout organization levels. Therefore the coordination and integration among members of the company causes to a pleasant atmosphere to be dominated.
3. The staff of this company is able to adapt themselves to internal and external circumstances and by considering the existing situation, they can change the methods of performing tasks and employ the state of the art or modified methods and to be creative and initiative.

4. The employees have a clear perception of the direction and goals of organization. There is a certain vision of organizational philosophy. They know where they are and what their status quo is. Also the effect of organizational culture’s components (involvement, consistency, adaptability and mission) on morale of Karun company’s staff reflects the following cases:

1. In Karun Company many efforts have made to empower the employees through improving of skills and communication and they are involved in planning process, causing their morale to be promoted and attracted to team working.

2. In performing their tasks, the employees have coordination, integration and cooperation and work together to achieve the organizational goals. It allows the employees to make intimate relation and trust at and support of each other.

3. In order to create change, this company, together with its staff, has used more advanced techniques and genuine methods, so that there will be the least resistance against the changes. So it enables the staff by using the methods of performing tasks, showing their creative and initiative.

4. The managers of this company have a long-term perspective and they have well oriented their employees toward long-term goals. Thus looking ahead and having long term view will lead to mobilization and motivation in employees in the workplace.

The rating results of organizational culture’s dimensions indicate that the dimensions of empowerment, core values and strategic orientation are much better than other dimensions in the Karun Company. Highly empowered people indicate that they have authority, initiative and capability to manage and fulfill their jobs. It creates a sense of responsibility in the organization. The core values mean that the employees share a series of values on which they make up their identity and expectations. Finally the strategic orientation denotes that the direction of organizational goals is articulated properly, so that the employees perceive the goals and the strategy clearly. The results of this hypothesis is consistent with those of Roldan (2009), Mobley (2005) and Denison, (2004).

However the indices of coordination &integration, customer focus and creating change have gained lower scores than the others. It denotes that the employees are not of good conditions in these indices and they need more attentions to achieve the integrated organization culture. The lowered coordination means that there exist no shared views among the people in organization. The results are consistent with those of Rahimnia& Alizade (2008), Monavarian & Bakhtiyare, (2007) Salimi&Alizade, (2007) and Roldan, (2009).

Finally the results, in general, represent that the Karun Company, with regard to conceptual Denison model, is in desirable situation in all the four dimensions i.e. involvement, consistency, adaptability and mission and they have an effect on collaboration morale of the employees.

REFERENCES


