

## **Examining the Impact of Organizational Culture on Organizational Commitment (Based on the Denison Organizational Culture Model) Case Study: The Faculty Members of Lorestan**

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**Abstract:** The aim of this study is to examine the impact of organizational culture on organizational commitment of faculty members of Lorestan. This research is in terms of purpose in terms of applied research and in terms of performance methods of study among the descriptive survey research. Statistical population of this research were faculty members of Lorestan University that their number was 250 people and among them 152 were selected randomly as studied sample by using Morgan table. Data collection tool is standardized questionnaire of Denison organizational culture and organizational commitment of Allen and Meyer which validity of questionnaires were confirmed by using content validity and their reliability were confirmed by Cronbach's alpha. In this research to investigate and test the hypotheses obtained data were analyzed by helping software AMOS 22 at 95% confidence level and the results showed that organizational culture has positive and significant impact on organizational commitment. On the other hand, it was revealed that organizational culture has significant and positive impact over and higher with normative dimension of organizational commitment than the other dimensions. So can be considered organizational culture's an affecting factor on organizational commitment.

**Key words:** Organizational culture, organizational commitment, faculty, Lorestan University, Iran

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### **INTRODUCTION**

Now a days, the most important asset of any company is its employees, because the success or failure of all management programs dependent on its employees (Darling, 1999). Economic and social progress requires special attention to committed, specialized and skilled human resources and attempt to increase effective factors on person's organizational commitment and in today's competitive and variable environment, committed and aware employees are the most important factor for success of any organization, in today's world advantages of organizations to outshine each other not in the use of new technology but also is hidden in raising the confidence and employees commitment to organizational goals (Kaplan and Atkinson, 2005). One of the behavior dimensions of employees in each organization is organizational commitment organizational commitment is identifications compliance with the organization, work and loyalty to the values, expectations and its goals (Chalabi, 1996) organizational commitment has determinative role in responsibility behavioral efficiency and functional of members and growth and development organization and

can be useful to create a healthy organizational climate, increase organizational ethics, create motivate and increase production and productivity of organization. The person who is strongly committed, takes her identity from organization and participates in organization and blends with it and enjoys from membership in it (Herscovitch and Meyer, 2002). Therefore, high individuals commitment can be a major indicator to determine the employees effectiveness in an organization (Chow and Holden, 1997). Generally, it can be said efficient human resources is superiority major indicators of an organization to another organization, existence of committed human resources to organization can also reduce absenteeism, delays and displacements, cause significant increase performance of the organization, mental freshness of employees and better manifesting organizational excellence goals and achieve personal goals. Bahrami studies show that organizational commitment is considered with job attitudes and organizational such as job satisfaction and job dependence more sustainable and constant structures and better predictor for behavioral outcomes such as absenteeism, turnover and delays (Sommer *et al.*, 1996) organizational commitment links individual to the

organization and this link, probability reduce turnover (Herscovich and Meyer, 2002) weakness of commitment to organization and work is considered lesion for the organization and people who have less commitment, their leaving work is more (Allen and Meyer, 1996) and their absence from work is more (Angle and Perry, 1981). Among the factors that could be effective on organizational commitment is organizational culture, organizational culture only is uniquely that the organization performs its activity based on it. Organizational culture gives to employees corporate identity and facilitates group commitment (Tosi, 1993). So, corporate culture to analyze and predict the behavior and organizational commitment is considered an appropriate tool in organizational. Because cultural norms and values accepted by employees, forms their commitment to the organization, So, it is necessary, organizations pay more attention to organizational culture and in order to increase employee commitment and faith in needs and interests of organization which represent the needs of society. Escorting and adopt measures to eliminate low organizational commitment and motivation enthusiasm and commitment to the organization (Dwyer *et al.*, 2003). So given that low level of organizational commitment can have several different causes, we investigate in this study, the effect organizational culture on organizational commitment of individuals. According to this the current study aims to identify and characterize the impact of organizational culture on organizational commitment of faculty members of Lorestan University.

### **Research theoretical foundations**

**Organizational culture:** Organizational culture represents common perception of organizational members that affects their behavior, in any organization are values, symbols, ceremony and myths that constantly change with time, these common methods determine that employees how to understand their world and respond to it (Robbins, 2006). Edgarshayn knows culture as pattern of basic assumptions that is created, discovered or developed caused by the difficulties accumulation of external adaptation and internal integration by certain group, culture is a set of key values that most widely has been accepted by organization members. Values are constituted the core of organizational culture that organization members all together are common in it, behaviors within the organization are formed based on these values (Haji, 2004). Denison believes that organizational culture is referred to fundamental values, belief and principles which serves as solid foundation to management system. In addition, both values and beliefs and also management

system are strengthened those principles. These principles and values are persistent because for members of the organization have specific meanings and concepts (Denison, 2000). Organizational culture has many functions that are mentioned to some of them:

- Organizational culture acts as a social controller to reinforce certain behaviors and dominant values (Barbasa and Cardoso, 2007)
- Culture, makes a group identity which this identity help to group members in their harmonization and compliance with policies, mission and goals of the organization (Haji, 2004)
- There is Strong relationship between organizational culture with effectiveness and leadership effectiveness and job satisfaction (Yemeni *et al.*, 2001)
- Organizational culture provides cause to create compatibility in outside the organization and integration in within the organization

The model has been used in this research, is Professor Daniel Denison organizational culture model that has been proposed in 2000, Denison has done research in the area of organizational culture and organizational effectiveness. He considers in their model dimensions of culture for the organization in four main axis contains involvement, consistency, adaptability and mission.

**Involvement:** Effective organizations empower to their people, and constitute organization on the basis of working groups and develop human resource capabilities at all levels. Organization members are committed to their work and feel themselves as a part of organization body. Individuals feel at all levels that have role in decision making and this is decision that is effective on their work, and their work has directly link to organizational goals.

**Consistency:** Research has shown that organizations that are most effective has been stable and integrated and employee behavior has derived from fundamental values. Leaders and followers have mastered on reaching agreement and an Organizational activity has well been coordinated and continuous.

**Adaptability:** Organizations that are well integrated hardly change. So, internal integration and external adaptability can be regarded advantage of organization. Adaptable organizations are guided by customers, taking the risks,

learn from his mistakes and have capacity and experience to make changes. They continually are improving the organization's ability to valorize for customers.

**Mission:** May be can said most important feature of organizational culture is its mission .Organizations that do not know where they are and what are their current status? Often go astray. Successful organizations have a clear understanding of their goals and direction such that define organizational goals and strategic objectives and draw vision of the organization. Troubled organizations are organizations that have to change their mission. When an organization is obliged to change its mission, change in strategy, structure, culture and behavior is essential. In this situation, strong leader determines the organization's vision and create a culture that supports this vision (Denison, 2000).

**Organizational commitment:** Scholars and experts have provided several definitions of organizational commitment. Gautama and colleagues have defined organizational commitment, attitude or orientation to the organization which connects individual identity to the organization (Gautam *et al.*, 2004). Also to Robbins thought, organizational commitment is a state that person knows organization his represent and has desire to stay in the organization (Robbins, 2006). Porter define organizational commitment as values of organization and engaging in organization and know its measurement criteria including motivation, desire to continue working and accepting the organization's values (Behravan and Saeedi, 2009), Moorhed and Griffen define sense of identity and individual dependence to organization (Moorhead and Griffen, 1995). The concept of organizational commitment has attracted minds of many thinkers to own and have to say the commitment word is not limited to sociologists but other scholars, including politics, philosophy, management and ethics have also used it and this words is from Latin word (commitment) and has a special meaning in the following areas:

In economic or social, market is based on common commitments on the control of resources and common interests in reciprocity, between the number of active with backing exchange relations. In politics, means common commitment to collective goals and common interests in establishing social order environment, between the number of active is mainly stable backed by interactions absorbent authority. In philosophy, commitment word means, human conscience, mean vast and profound conscience which understands all joy and adversity of humans in itself. In moral means value commitments and common interest in understanding the relationships

between mental, among many activists, mainly backed by discursive interactions is relatively warm. In the early 1980's, organizational commitment was the most important issue which had attracted much attention and extensive research on the subject matter was performed in 1985, Walton, released in his famous article entitled "management based on commitment". He noted in this article need to move from "management based on control" towards "management based on commitment" and shaped his work with conducted studies in this field (Amiri *et al.*, 2007). In this respect, employee commitment to the organization is intangible asset (Abdullahi, 2005). In recent years organizational commitment has been is important part and focus of studies because its communications have been proved with quality of life (Turan, 1998). There is two broad views about organizational commitment, the first view knows organizational commitment as attitudes or emotional. According to this view, organizational commitment is the attachment and strong interest to the organization and identification with it. Sometimes conceptually, these three elements can be considered for it: acceptance and strong belief in the goals and values of the organization, desire to great efforts to achieve organizational goals, intense desire to stay and membership in organizations. The second view knows organizational commitment as behavioral and knows this type of commitment as rationalistic commitment. in this view, people due to advantages and benefits that have and have invested in the organization are attached to organization (Mathieu and Zajac, 1990). Allen and Meyer (1996) believed that commitment individual link to the organization and this link will reduce the possibility of turnover in him (Meyer and Herscovitch, 2001) and they provided three components for organizational commitment.

**Emotional commitment:** Involves an emotional bond of employees to organization, so that individuals introduce their presence with the organization.

**Continuous commitment:** According to this commitment, Person calculates cost of leaving the organization, in fact, person wonders that if leave the organization, what costs will be incurred, people who are continuously committed to the organization are people who cause of staying in the organization, is their need to stay.

**Normative commitment:** In this case employee feels that should stay in the organization and his stay in organization is correct action (Luthans, 2008).

**Literature review:** Monavaryan and Ahmadi (2012) in study titled “examine the impact of organizational culture on organizational entrepreneurial orientation Karafarin Bank” have reached to this conclusion that organizational culture has direct and positive relationship with the entrepreneurial orientation. Karimi Sani and Ehiaini in study titled “Investigating the relationship between the performance of family and spirituality with organizational commitment among employees of Islamic Azad University Shabestar” by using survey research method and questionnaire tools have reached to this conclusion that spirituality alone has significant relationship with organizational commitment and family function alone is not significant predictor for organizational commitment but interaction between spirituality and family function and its subscales have significant relationship between with Emotional organizational commitment. Dehghanian *et al.* (2013) in study titled “Study of the Relationship Between Components of Organizational Justice and Organizational Commitment in an Insurance Company” have reached to conclusion that there is positive and significant relationship between organizational justice and organizational commitment and whatever amount of adherence to organizational justice be more among the managers consequently also increased organizational commitment of employees. Maleki *et al.* (2008) in study titled “Examine the Relationship Between Organizational Culture and Organizational Commitment of Employees in the Shahid Sadoughi Hospital in Yazd” have reached to this conclusion that organizational commitment has significant relationship with two dimensions of organizational culture (reward mechanism and teamwork) but doesn’t have significant relationship with other two dimensions (training and development and organizational communication). Habibpour (2011) in study titled “Examine the Impact of Organizational Culture on Job Satisfaction and Organizational Commitment” has reached to this conclusion that there is direct and positive relation between organizational culture and organizational commitment and job satisfaction. Ziaee *et al.* (2011) in

study titled “Examine the Impact of Organizational Culture on Organizational Commitment” have reached to this conclusion that there is significant relationship between organizational culture and its dimensions with organizational commitment in Tehran University Staff. Tabarsa *et al.* (2009) in study titled “Analysis of the interaction of organizational culture with organizational commitment of staff in milk industry organization of Iran” have reached to this conclusion that organizational culture has positive and significant impact on and organizational commitment in staff of target community.

**Conceptual model and research hypotheses:** To determine research hypotheses and express the relationship between each variable, Research conceptual model has been designed in Fig. 1. Derived from the organizational culture model, Denison and organizational commitment, Allen and Meyer.

**Hypotheses research:** According to the conceptual model, the following research hypotheses were formulated.

**The main hypothesis:**

- Organizational culture has significant and positive impact on organizational commitment

**Secondary hypothesis:**

- Organizational culture has significant and positive impact on emotional commitment
- Organizational culture has significant and positive impact on continuous commitment
- Organizational culture has significant and positive impact on normative commitment

**MATERIALS AND METHODS**

This study term of purpose is in terms of applied research and in terms of method as descriptive-survey. Two questionnaires have been used to collect data. The

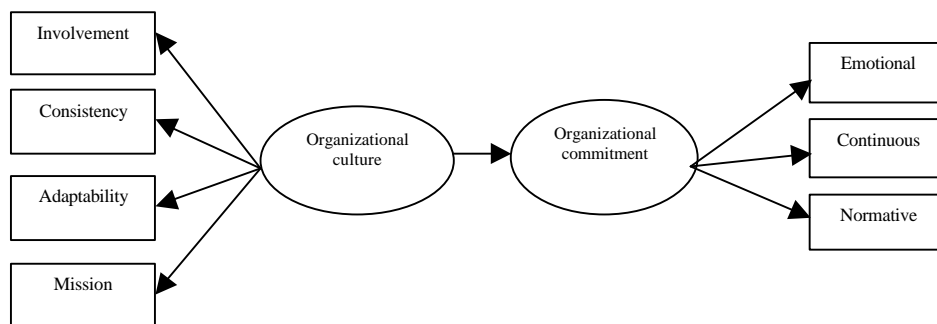


Fig. 1: Conceptual model research

Table 1: Cronbach's alpha coefficients

Variables	No. of questions	Cronbach's alpha	Variables	No. of questions	Cronbach's alpha
Involvement	9	0/712	Emotional	8	0/788
Consistency	9	0/730	Continuous	8	0/742
Adaptability	9	0/768	Normative	8	0/78
Mission	9	0/708	Organizational commitment	24	0/713
Organizational culture	36	0/82			

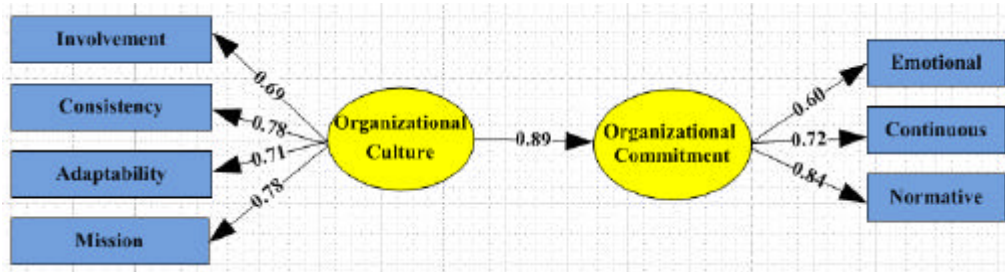


Fig. 2: Output model of Software AMOS22

first questionnaire (organizational culture) included 4 dimensions: is involvement, consistency, adaptability, mission and that this standard questionnaire has been provided by Denison. The second questionnaire (organizational commitment) includes 3 dimensions: emotional, continuance and normative that this standard questionnaire has been provided by Allen and Meyer. Mentioned questionnaire has been examined by spectrum five-point Likert and in order to calculate capabilities measurement tool reliability and internal consistency coefficient of Cronbach's alpha was performed by SPSS Software. As can be seen in Table 1. Considering that alpha coefficient >0.7 is acceptable, can be properly assessed the reliability of mentioned questionnaires, validity of the questionnaire also has been confirmed by content validity method. The statistical population of study are faculty members of Lorestan which 152 as samples has been selected according to Morgan table from 250 faculty members. Based on the number of university professors in each field determined the frequency of each category and in the next step questionnaires have been distributed by using random sampling.

## RESULTS AND DISCUSSION

**Analyzing data:** Structural equation modeling AMOS22 was used to analyze the data. Critical values test and Path coefficient was used in order to analyze hypothesis and the structural equation modeling was used to evaluate the overall fit of research model. In this model, initially estimates average measures of each variable with the help of SPSS and then has been brought as obvious variables in Model. In structural equation modeling on the one

hand the amount of adapted data of research and conceptual model will be discussed that does it have good fit? and on the other hand significant relationship is tested in this adjusted model (Fig. 2).

In this research indicators of goodness of fit model has been used includes NFI, AGFI, CFI, GFI, RMSEA and  $\chi^2/df$ . Smaller values indicate  $\chi^2$  good fit to model. Whatever obtained GFI is closer to one, model is more appropriate and more graceful. appropriate value for AGFI which were like GFI index, is value that is closer to one. CFI also is known as comparative fit index of Bentley, close to one indicate the right fit; Whatever obtained NFI is closer to one, model has better fit and acceptable value RMSEA index is also <0.08. Initially, through structural equation modeling techniques, confirmatory factor analysis of questionnaires test presence or absence of significant relationship between research variables then is paid to check research hypotheses test through path analysis (Table 2).

In measurement model of the present study, Chi-square value to obtained degree of freedom is equal to 2/324 which indicates good fit to the model. The amounts of CFI, NFI, RMSEA, GFI and AGFI, respectively is 0/954, 0/946, 0/041, 0/954 and 0/902. That shows less error in measurement. With regard to the suitability of RMSEA index and indexes CFI, NFI, GFI and AGFI, so measurement model has good fit.

After review and approve the model two partial indicators, critical values and powered used for significant test of research variables impact, critical value is value which is obtained by dividing estimate the regression weigh on standard error. Based on significance level of 5% absolute value of critical values must be greater than 1/96. Less than this value of relevant parameter in the

Table 2: Research model fit indices

Index	$\chi^2$	df	$\chi^2/df$	GFI	AGFI	CFI	NFI	RMSEA
Fit model	30/212	13	2/324	954/0	902/0	956/0	946/0	041/0
Acceptable fit	-	-	<3	9/0<	<9/0	<9/0	<9/0	08/0

Table 3: Path analysis research variables

Path	Regression coefficient	Critical values	p-values	Results
Organizational culture with organizational commitment	0/89	3/95	0/000	Confirm
organizational culture with emotional commitment	0/6	3/66	0/000	Confirm
organizational culture with continuous commitment	0/72	3/574	0/000	Confirm
organizational culture with normative commitment	0/84	3/87	0/000	Confirm

model is not regarded important ambiguous. Also smaller quantities than 5% for p-values indicate significant differences calculated value for regression weights from zero values in 95% confidence level which Path coefficients and Critical values related to each results have been brought in Table 3.

Thus, it can be said with 95% confidence that organizational culture variable has positively and significant impact with organizational commitment, emotional commitment, continuous commitment and normative commitment.

### CONCLUSION

This study has been done with aimed to evaluate impact of organizational culture on organizational commitment of faculty members of Lorestan. Results of research confirms main hypothesis of research at 95% confidence level that organizational culture has significant and positive impact on organizational commitment on the other hand results of research shows that secondary research hypotheses is confirms positive and significant impact of organizational culture with dimensions of organizational commitment. Also organizational culture has further and higher positive and significant impact with normative dimension of organizational commitment than the other dimensions, in other words, employees feel that they should stay in the organization and their staying in organization is correct action and have sense of duty and responsibility towards the values and goals of the organization. The results of this study on the relationship of organizational culture on organizational commitment of university faculty members is consistent with results of the study of Maleki *et al.* (2008), Ziaee *et al.* (2011), Tabarsa *et al.* (2009). According to the what was said, organizational culture gives meaning and purpose to the members of an organization and managers should try to achieve greater organizational commitment that the organization have values of employees, this means that management in order to increase organizational commitment should help to enriching the their organization culture, so with improve and enrich

organizational culture can be seen increase organizational commitment of university faculty members. The results of this research suggest to managers and directors and university president scan try to improve and promote organizational culture through the welcome from challenges and changes the organization, create open enterprise environment with expressing their views, the freedom of people to perform tasks, welcoming the method of participatory decision making and decentralization in decision-making, create and formed Unified Communications of Managers and staff in order to reflect the views as reciprocally and make more richer culture of the organization.

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