



Investigating the relationship between organizational culture and employee performance (Case Study: Rasoule Akram hospital (PBUH) in Abdanan City)

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Abstract: The aim of study was to investigate the relationship between organizational culture and performance of employees. This study is the descriptive and correlation. This research can be a research field. The population of this research is all the staff of Rasoule Akram hospital (PBUH) in the city of Abdanan in 2015. The number of employees is 111. To determine the sample size according to the number of the population is equal to the sample size, census method is used. The instrument used in this study is (a) organizational culture questionnaire (Alvani, 1997), (b) employee performance questionnaire (Asadi et al., 2009). Cronbach's alpha was used to obtain reliability that for all components was 0.7 higher than the maximum allowed, which confirmed the reliability of the questionnaire. Data collected from Pearson correlation analyzed by using spss software. This research has nine hypotheses that the results of the analysis showed that all of these assumptions have been approved. In other words, it was found that there is a significant and positive and direct relationship between all components of organizational culture and employee performance. In addition, it was found that the intensity of the relationship between risk component and employee performance was more than other components.
Keywords: Organizational culture, performance, performance management, Rasoule Akram hospital (PBUH).

Introduction

Human resources have an important role as the most important and valuable resource in the success of the organization. Because the human resources of organization has the capability of education and change and efficient human resources can promote the organization objectives by implementing the tasks and perfect the organization and cannot preserve the organization by continuing the incorrect practices, inefficient management and lack of motivation of employees. Organizational culture is an issue that has been recently set in the knowledge of management and in the organizational behavior realm. To seek new ideas and new researches in management, organizational culture has increasing importance and has created one of the main issues and management center. Today organizational culture is like other management issues as a common thread in all studies related to the management. Organizational culture of Danny Sun (2007) is the fundamental beliefs, values and assumptions of each member of the organization and the actions and behaviors that show and emphasized on them. Beliefs and assumptions as the main component of this definition include the beliefs accepted, unwritten and basic, perceptions, thoughts and feelings that are the highest source of values and ultimately are guide of employee behavior (Abzari and Sattari, 2007). Organizational culture is the atmosphere of the internal environment of

organization in which people worked and shaped their behavior in this matter has an important role in the performance of the staff. George Gordon knows the organizational culture as a set of assumptions and values of the organization that the most widely respected and leads to certain behavior patterns (Gordon, 1991). On the other hand depends on the ability of human resources in performing the assignments to achieve the objectives of the organization. Human resources are as one of the most important factors in advancing and improving the productivity of organizations. Thus improving the system performance and improving the human resources is an undeniable need for organizations, in the present system, improve the individual and organizational performance is one of the major goals of any alive and active organization. If human resources are one of the most important pillars of improving organizational performance, it is obvious that investigating the affecting variables on their performance to what extent will be the guidance of managements on improving the performance of organizations (Robbins, 1999: 102). Therefore, the researchers in this study sought to answer the question of what to do with employee performance to organizational culture?

Theoretical

The definition of culture

One of the important definitions of culture is definition of Tyler. While there are critics to definition of Tyler, usually is reference in more books and studies According to Tyler, culture is a complex collection which includes knowledge, belief, art, crafts, arts, morals, laws, customs, and finally all the habits and rules that the individual member of society learn from their community and in front of it the community has the tasks and commitments for it. Another definition is the definition of Gi Roshe. For him, culture is an interconnected collection of thoughts and feelings and actions more or less clear that most groups have agreed to these people, for people form a clear group, it is necessary to be observed a certain collection of interconnected, objective and symbolically. In the view of Sapir, culture includes a variety of social models of behavior which by all or most members of the group into action and in fact, society is a cultural term that people in relationships with each other use to express some forms of self-behavior (Gohari Pour, 2009).

Organizational Culture

Culture in an organization is as a character in a human being. Basic assumptions, beliefs, norms and values as a basis for an organization's culture, formed the basis for its existence; determine the spot of good and bad distinction. Culture of any organization is as a key factor in shaping up that and has a great impact on the structure and organization design, indoor and outdoor organization, technology and human resources, and most importantly the efficiency and strategy of the organization. Culture determines should and should not and forms the shape of organization behavior (2009 Nasiripour et al.). Robbins in his book of management define the organizational culture as these words: organizational culture determines the ways of doing things in the organization for employees, is the same perception of the organization that in all members of the organization can be seen and expresses the shared characteristics and constant that distinguishes the organization from other organizations, in other words, organizational culture determines the social identity of each organization (Robbins, 1991: 72-71). Denison knows the organizational culture as a powerful force that determines how to act and how to do the operation (Denison, 1984).

Some scientists and scholars have emphasized on the value of organizational culture. Organizational culture reflects the common understanding of the organization member that affects their behavior. In any organization, there are values, symbols, rituals and myths that are constantly changed over time? The shared values determine that employees how leave their world and respond to it (Robins, 2005). Some values form the main core of the organizational culture that the organization's members all have in common in it and based on these values form the behaviors within the organization (Bayrone, 2011).

Organizational culture is one of the most interesting and important topics of the organizational behavior management. Researchers and research centers to define and identify, and their impact on employee behavior do much effort. One of the most thorough definition of organizational culture related to definition of Hokzysky and Buchanan (2001) that know the organizational culture as a relatively uniform set of values and beliefs, customs, traditions and the sustainable ways that by members of organization will transfer. This definition is useful because it considers the collective nature of culture and said that culture exists in both beliefs and behaviors (Seifollahi and Davari, 2008). Organizational culture has many functions, some of which include:

The strong link between organizational culture with personal effectiveness and leadership effectiveness with job satisfaction

Organizational culture provide to create compatibility in the outside the organization and integration within an organization (shermworn et al, 2005).

Culture creates a group identity that this identity helps to the members of group in their harmonization and compliance with policies, mission and goals of the organization.

Organizational culture provides a group commitment.

Organizational culture acts as a social controller to reinforce the certain behaviors and values prevailing (mostafavi et al.2008)

Organizational culture and its expression

An organizational culture is with various tools based on "reasonable" and "visual or view": it is on top of logical tools, targets and business objectives, technology used, organizational structure, policy (politics) and procedures, planning systems and control systems, bonuses, penalties, communications and reporting system. On top of the visual tools, used language of behavioral forms that will be appreciated, symbols and signs, aesthetic, physical environment and the (order), the ceremonies and rituals within the organization, focused on the success stories of the past, slogans and informative experiences and clothing and make-up can be revealed. Something that is important is that the culture of any business reflects on the used management techniques of the same business. In other words, "Organizational Behavior" in business is indicative of business culture. All reasonable means is shaped within the framework of the organizational culture (Amir Kabir, 2011).

Employee performance

Performance means the state or quality of work. So, organizational performance is an overall construct that refers to how organizational operations (Rahnavard, 2008). The most famous definition of performance is provided by Nili (2002: 8): ((explanation process of effectiveness quality and efficiency of past actions)). According to the definition, performance divide to two parts 1) performance, which describes how to use the resources in the production of products or services, the relation between the real and the ideal combination of inputs to produce certain outputs, and 2) the effectiveness that describing the degree of achievement of organizational goals (Mahdizadeh et al., 2013).

Organizational performance is a complex phenomenon that is perhaps the simplest explanation for it can consider a set of activities to achieve the goals of organization. Thus, the organizational performance is concerned that an organization is how to reach their goals (Sanford, 2009).

Some use the performance for process of doing work and how doing tasks and in the performance of its employees what seems to be a good is system design to give feedback and the development of the scales to the continuous improvement of it (Soltani, 2004). Scott says the performance is a way through which employees carry out their duties and evaluated, judging the performance of employees. The purpose of the evaluation is to ensure the quality and quantity of performance based on the criteria before it is granted. Reviewing various definitions, the definition can be provided. Evaluation is the relative assessment of the individual performance in relation to the way of specified work in a given period, in comparison with the standard of performance and also determine the talent and individual potential capacity to plan for the realization of them (Doaiy and Alizadeh, 2010). Organizational performance is to reach or go beyond the organizational objectives and social and doing the responsibilities that people have been charged. Generally, the factors affecting on the organizational performance can be made as follows: organizational structure, organizational environment, organizational policies and procedures. Organizational structure using coordinates and divides and groups the work as formally. When managers are trying to plan the organization's structure must pay attention to the six elements or pillars. These are: the division of labor, job classification, the chain of command, control territory, attention to the concentration and decentralization and the official end of things (Kheradmand. Nazim, 2010).

Performance Management

Performance management is a term for organizational activities that deal with those of work management and employees and behavior responsibilities of staff.

Performance management is a way to facilitate communication and understanding between employees and supervisors, and lead to the creation of more favorable conditions of work and more commitment to quality of services. (Abili, 2003)

Performance management can be defined as a set of actions and information that are used to increase the efficient use of facilities and resources in order to achieve the goals in economical way with efficiency and effectiveness. (Management and Planning, 2003)

According to these definitions, we can know the performance management as an approach that by using the bilateral relationship between the supervisors from one hand to understand the demands and expectations of the organization and employees on the other hand to transfer the demands of employees to supervisors and management of organization, creates an environment for the optimal use of all resources towards achieving the organizational goals.

Objectives and performance management functions

Performance management system directs the activities in line with the strategic objectives, is an effective guide for human resource decisions (like payroll, upgrades, maintenance and applause.) By identifying the strengths and weaknesses of staff provides the valuable information for the development of human resources detects the staff talents, identifies the training needs and provide valuable documentation for re-evaluation of criteria and selection of tools. It should be noted that the organization's performance management system should encompass all jobs of organization, specific, practical, fair, objective, systematic, standardized, and moral and yet have a reliability, validity and clearness (Ivancevich, 2010). The results of the performance management can be used in the following cases: Human resource planning system: the information is obtained from performance management system can identify the strengths and weaknesses of human resources within the organization and is a good guide to promote human resources.

Staffing system: for example, if the performance management system show those who have graduated from prestigious universities, are better than others, such information will definitely affect the staffing process.

Choose a system: performance of individual after recruitment is a measure of validation tests of employment test, which means that if a person's employment test results show the individual as good and individual performance after employment is high, employment test is valid, otherwise it will be invalid. Therefore, the results of performance management is a good indicator to determine the validity of employment tests till the human resources management do the necessary reforms in this area.

The education system: a part of performance management information help to determine the training needs. If it is determined that the poor performance is due to the lack of specific skills, human resource management with holding the appropriate training courses to eliminate these shortcomings. Staff development: another objective of performance management systems is improvement and development of its employees. Performance evaluation will determine in what areas of strengths and weaknesses are in the areas. Even the aspects that individual has weakness in it, must be resolved with the knowledge and necessary skills so, performance management cause to personal development.

Career path and succession planning system: As career performance expresses one's talents and strengths, data from performance management to determine his career path is the right in the organization. The "career path" is jobs that during the period of service in the organization, one after another transfer to individual. Part of the performance management system information is especially useful in the succession also specifies that individuals who are with high-performance. Based on merit-based that organizations have been established based on it, should be the best person to be promoted and promoted based on technical merit. Documentation to evaluate performance for a period of several years, which helps improve the most appropriate individual and high performance even in the discussion of succession is also considered as substitutes for key jobs. The opposite of the condition is true. Although the purpose of performance management system isn't reduced or employee layoffs, but if someone repeatedly has poor performance and documentation is available legally without a hitch organization can expel him.

The system of benefits: one of the factors that increase the salaries and benefits is performance management information. Today's most successful companies believe that should a person with his performance related salary and performance-based pay is common (Gholipour, 2012).

Background of research

Yilmaz and organ (2008) studied the impact of Denison organizational culture model dimension on the performance of the organizations. In this study it was found that for adaptation dimension the most points and adjustment dimension the lowest score obtained. Also, the survey results imply that the mission dimension has the greatest impact on increasing the performance of manufacturing firms. Also, the company's ability to produce new products is heavily influenced by aspects of adaptation and adjustment.

Taylor (2005) argues that much can be done to increase efficiency; there are ways beyond the obvious techniques that can improve them to achieve greater efficiency as one of the most important to improve the organizational culture in the working groups.

Cutter and Hasket (1996, quoted by Nasrollahpour, 2005) shows that organizational culture is the key to improving the performance and productivity and has the critical role in the success or failure of the organization.

Kezraly (1996, quoted by Locke, 1999) in a result of their research on 20 managers and 97 staff at a hospital in America has shown that there is a positive relationship between management practices, productivity, employee performance, job satisfaction and organizational commitment of staff, and behavior of managements is as the key to productivity.

Method

This study is the descriptive and correlation. This research can be a research field into account. The methodology of the research is survey (field). The population of this research is all staff of Rasoule Akram hospital (PBUH) in the Abdanan city in 2015. 111 is the number of employees. To determine the sample size according to the number of population is equal to the sample size, census method used. The instrument used in this study is (a) organizational culture questionnaire (Alvani, 1997), (b) employee performance questionnaire (Asadi et al., 2009). To ensure the validity of the questionnaire, it was to provide the professors and experts that their view was also confirmed the validity of questionnaire. Cronbach's alpha was used to obtain reliability. With regard to this at least the reliability coefficient is the 0.70 for research questionnaire; the obtained Cronbach's alpha coefficient in throughput significantly is higher than this amount. The results of calculation of Cronbach's alpha coefficient for each of the variables are in the table below.

Table 1. Cronbach's alpha coefficients for the questionnaire in dividing the structures

variable	Asked variable	number of questions	Alpha amount
1	creativity and innovation	9	0.749
2	Risks	7	0.711
3	attention to details	4	0.834
4	attention to outcomes	4	0.809
5	attention to members of the organization	6	0.811
6	The impact of decisions results	5	0.736
7	Attention to the team	11	0.799
8	Ambition and courage	6	0.806
9	stability	4	0.891
10	Employee performance	42	0.736

Research hypotheses

The main hypothesis of this study is to examine the relationship between organizational culture and employee performance which as sub hypotheses are as follows:

Investigating the relationship between creativity and innovation and performance of staff

Investigating the relationship between risk and performance of staff

Investigating the relationship between attention to detail and performance of staff

Investigating the relationship between attention to outcomes and performance of staff

Investigating the relationship between attention to members of the organization and employee performance

Investigating the relationship between the impact of the results of decisions on staff and employee

performance.

Investigating the relationship between attention to the team and employee performance.

Investigating the relationship between ambition and courage and employee performance.

Investigating the relationship between stability and employee performance.

Research findings

To determine the used test first, should examine the normal or not normal of data. If the data are normal, Pearson correlation test is used and Pearson correlations test if they are not normal. For normal measurement of data, the Kolmogorov-Smirnov test was used so that if a significant level obtained is more than 0.05 the data is normalized and if this value is less than the amount it isn't normal. The results are visible in the table below show the normality of the data therefore used Pearson correlation test.

Table 2. Kolmogorov-Smirnov test results

variables	Kolmogorov-Smirnov	Sig
creativity and innovation	6.976	0.091
Risks	4.968	0.073
attention to details	6.246	0.056
attention to outcomes	5.210	0.083
attention to members of the organization	5.371	0.094
The impact of decisions results	5.371	0.088
Attention to the team	5.371	0.069
Ambition and courage	5.371	0.072
stability	5.371	0.087
performance	5.371	0.074

Results of hypotheses

Table 3.

dependent variable	independent variable	Spearman correlation	Sig
performance	creativity and innovation	0.356	0.00
	Risks	0.461	0.00
	attention to details	0.308	0.00
	attention to outcomes	0.176	0.00
	attention to members of the organization	0.374	0.00
	The impact of decisions results	0.437	0.00
	Attention to the team	0.372	0.00
	Ambition and courage	0.408	0.00
	stability	0.312	0.00

Discussion and conclusion

The aim of this study was to investigate the relationship between organizational culture and employee performance of Rasoule Akram hospital (PBUH) in Abdanan city. Check the hypothesis showed that there is a significant positive relationship between the dimensions of organizational culture and employee performance. The results are as follows: (1) there is a significant positive relationship between the creativity and innovation and employee performance. It achieved a significant level (0.00) is less than the level of error (0.5). It was also found that the intensity of the relationship between the two variables is equal to 0.356 that is in medium and the direct type. 2- there is a positive and significant correlation between the component of risk and employee performance. Because the obtained significant level is less than error level so it was concluded that this hypothesis is confirmed and the correlation coefficient obtained between two variables (0.461) represents the intensity of the relationship between two variables that is positive and direct. 3. There is a significant relationship between attention to detail and employee performance. They obtained a significant level is less than error level. In addition, it was found that the intensity of the relationship between the two variables is equal to 0.308 that is in relatively moderate and direct type 4-there is a relationship between the attention to outcomes and employee performance. Because the obtained significant level is less than obtained error level so, confirmed this hypothesis. Given the correlation coefficient obtained was found that the intensity of the relationship between the two variables is low and positive. 5- There is a relationship between attention to the member of organization and employee performance. Because obtained significant level is less than the error level so, represents the confirmation of hypothesis. It was also found that the correlation coefficient obtained is equal 0.374 that is average and is a direct and positive. 6- There is a significant positive relationship between the components of decision resulting impact on staff and employee performance. Because obtained significant level is less than error level so there was no reason to reject the hypothesis. It was also observed that the intensity of the relationship between the two variables is equal to 0.437 at a relatively high level and is a positive. 7. There is a relationship between attention to the team and employee performance. Because obtained significant level is less than the considered error level. The intensity of the relationship between the two variables is equal to 0.372 in moderate and positive and direct. 8. There is a relationship between ambition and courage and employee performance. As a significant level obtained also show that the hypothesis was confirmed as a significant level is less than the considered error level. It was also found that the correlation coefficient obtained is equal to 0.408 at relatively high and positive. 9. There is a relationship between elements of stability and employee performance. Because obtained significant level is less than the considered error level. In addition, it was found that the correlation coefficient obtained is equal to 0.312 in medium and is positive and direct. Administrators of organizations should be important to components of the organization and their staff because as the results showed that organizational culture has a significant impact on employee performance and organizational productivity can increase or decrease. Organizations that are strong in the culture, values and common principles of environmental creates that an environment in which people are committed to each other and to the mission and this commitment can be increased utilizing the organization and for this reason, organizational culture management is a pressing need for managers.

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