
The Relationship between Organizational Commitment, Organizational Culture and Employee Performance of Courts of East Golestan Province

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ABSTRACT

The present research sets out to answer the question if there is any significant relationship between organizational commitment, organizational culture and employee performance in the courts of the east Golestan Province. The method of research was descriptive, i.e. survey. The employees of the east Golestan Courts with 200 personnel formed the population of the study. The method of the sampling was simple random. The data were collected through library and field method and the instruments used were a standard questionnaire on organizational commitment (Allen and Meyer), a questionnaire about organizational culture (Hofstede) and a questionnaire on employee performance (Hersigold Smith). The reliability of the questionnaire was obtained by Cronbach's Alpha as 0.949, 0.945 and 0.946 respectively for organizational commitment, organizational culture and employee performance. The validity of the instruments was confirmed by content method. Spearman and Kolmogorov-Smirnov (Ks) were used for examining the normal distribution of the data using SPSS software. The results show that there is a significant relationship between organizational commitment, organizational culture and the employee performance of the courts of the east Golestan Province.

Keywords: Organizational Commitment, Organizational Culture, Employee Performance, Beliefs and Values, Employee's Beliefs.

Introduction

Modern societies are places where an employee spends a great deal of his lifetime. Meanwhile, the organizations engaged in business play a more pivotal role in the life of a contemporary human being. Some have a particular liking for their workplace whereas despise it and

seek for an alternative organization and leaving their work place. Organizational commitment as a measuring tool is considered to be a good manifestation of these feelings and attitudes (Taleban, 2002).

Over past two decades, a new aspect of organization added to preceding issues is organizational culture. The presence of a common cultural identity among organizations, beliefs, values, and behavioral norms has brought up a solidarity and integration into their efforts, organizational commitment and a clear understanding of the ontology of and orientation of their efforts and eventually bring success for organizations. To put it differently, the notable success of successful organizations has originated in the intangible and influential factors of their organizational culture, values and employee's beliefs (Hashemi, 2012). According Sathe (1983), "culture can be taken as an asset or a debt and research is one of the ways to identify the strong and weak points of organizations with advantage". An interest in research with three variables proposed in this study is among the reasons that can develop the offices of the east Golestan's courts and make them more efficient. Organizational commitment is by definition the degree of psychological equalizing and an adherence to an organization in which an individual works. Although a variety of definitions of organizational commitment can be found in the literature of this subject, they reflect each of the three general categories, emotional attachment (affective commitment), perceiving costs (continuous commitment) and a sense of obligation (normative commitment).

Different studies in industrial, military, administrative and educational organizations have demonstrated that employees must enjoy job attachment, i.e. work or organizational commitment, as well as a great deal of high satisfaction with their jobs in order to have greater efficiency and liking for staying in their jobs. In addition to this, they need to show clearer commitment to their duties, which

in turn brings a sense of responsibility, deep understanding of their jobs and even devotion. Generally speaking, we can claim that a thorough management and perfect employees have origins in the commitment that is a common characteristic among all successful managers and employees (Sadeghi Fard, 2007).

Studies showed that organizational commitment has a positive relationship with the consequences such as job satisfaction, organizational behavior and employee's job performance as it has a negative and opposite relationship with a liking for leaving job (Farhangi and Hosseinzadeh, 2005).

Organizational commitment reflects an individual's attitude toward the organization or involves a strong connection between individual's matching with an organization and his attachment for the organization (Daud, 2010). Organizations that perceive the crucial role of human resource in improving efficiency realize the value of committed and devoted workforce. Therefore, they spend vital resource and vast amount of the energies of management to provide an environment where staff can contribute to the improvement of performance with their maximum potentiality (Salehnia *et al.*, 2009; quoted from Blecher, 2000). Organizational commitment entails different levels among individuals. The top level of organizational commitment is maintained among those who:

- 1- Have a weak external excuse for their first choices; and,
- 2- Find the first choice decisive and unchangeable, meaning that they have no chance to change their primary decision (street *et al.*, 1983)

In the last decade, management literature showed great attention paid to organizational culture. Studying organizational culture was considered as

an invaluable category for helping the assessment of organizations. It suggests values, norms, feelings and orientations and ambitions that remain subtly invisible, but they can be quite visible for a manager with vision. Organizational culture is a strong potential which can infuse concepts and stability into people's life.

Culture is defined as organization's spirit and energy, which is able to propel an organization or impede its move. Such potential ability is because of an effect that organization's culture has on employee's behavior (Vanfleet, 2001).

Organizational culture is a set of essential assumptions that organization's individuals have discovered and developed, as they are useful, stable and invaluable, for the occasions when they are confronted with difficulties in adjusting environment and achieving an internal unanimity and integrity. Consequently, they can be transferred to new members as a good method of perceiving thoughts and feelings. Raising performance is considered to be one of the most important objectives of organization and every organization attempts to enrich the staff by a variety of methods. There exist different definitions for performance management or the results of individual's work activities. As a conclusion of the research and studies conducted, we can divide them into two categories. In the first view, performance is equivalent to efficiency and organizational results. As for the second view, performance is assessed at staff level and with respect to the results and consequences presented from their activities. Employee performance is the criterion for the level of success in doing a job and usually realized as a result of assessing the level of success compared with organizational expectations (Afje

and Amiri, 2009). This study seeks to investigate the relationship between organizational commitment, organizational culture and the employee performance of the Courts of the east Golestan province. In this regard, the following sub-objectives are considered:

1. Identifying the relationship between organizational commitment and the employee performance of the Courts of the east Golestan province.

1-1- Identifying the relationship between a sense of obligation and the employee performance of the Courts of the east Golestan province.

1-2- Identifying the relationship between emotional attachment and the employee performance of the Courts of the east Golestan province

1-3- Identifying the relationship between continuous commitment and the employee performance of the Courts of the east Golestan province

2. Identifying the relationship between organizational culture and the employee performance of the Courts of the east Golestan province

2-1- Identifying the relationship between religious beliefs, values and the employee performance of the Courts of the east Golestan province

2-2- Identifying the relationship between employee's beliefs and the employee performance of the Courts of the east Golestan province; and

2-3- Identifying the relationship between common norms and the employee performance of the Courts of the east Golestan province.

Therefore, the central question of the research is: Is there any significant relationship between organizational commitment, organizational culture and the employee performance of the Courts of the east Golestan province?

Materials and Methods

The research method used was descriptive, i.e. a survey and correlational kind, or correlational. The main hypothesis includes: There is a relationship between organizational commitment, organizational culture and the employee performance of the Courts of the east Golestan province Sub-hypotheses were considered as follows:

1. There is a relationship between organizational commitment and the employee performance of the Courts of the east Golestan province.

1-1- there is a relationship between a sense of obligation and the employee performance of the Courts of the east Golestan province

1-2- There is a relationship between emotional attachment and the employee performance of the Courts of the east Golestan province

1-3- There is a relationship between continuous commitment and the employee performance of the Courts of the east Golestan province

2- There is a relationship between organizational culture and the employee performance of the Courts of the east Golestan province

2-1- There is a relationship between religious beliefs, values and the employee performance of the Courts of the east Golestan province

2-2- There is a relationship between employee’s beliefs and the employee performance of the Courts of the east Golestan province

2-3- There is a relationship between common norms and the employee performance of the Courts of the east Golestan province.

In this research, the organizational commitment and organizational culture were considered as independent variables and the employee performance was considered as dependent variable. The three-dimensional model of organizational commitment, which involves emotional commitment, continuous commitment and normative commitment, (Allen and Mayer, 1990) as well as the three-dimensional model of organizational culture (religious beliefs, values, beliefs and common norms) (Hofsted) were used. Accordingly, we can present the following conceptual model, based on which the hypotheses of the research were made.

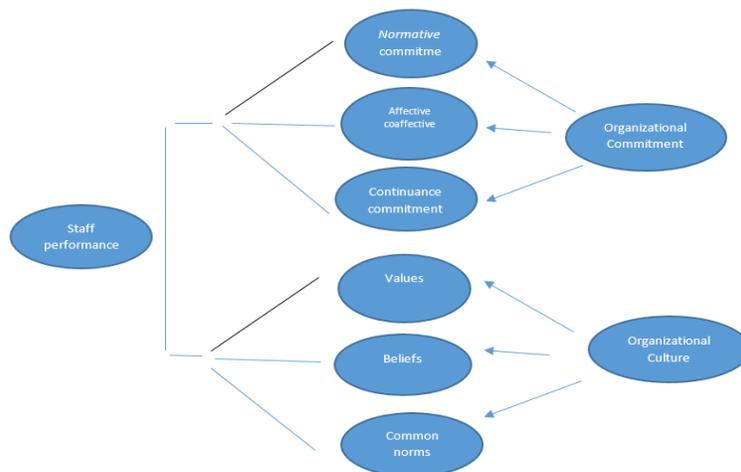


Figure 1. The model

The statistical population of the research on the courts of the east Golestan province consisted of the employees working in the towns of Azad Shahr, Gonbad Kavous, Ramian, Minodasht, Galikesh, Kalale, Merva Tappe, as well as in Bebin and Dashli Bron cities. Considering the fact

there were 200 employees in this population, a number of 132 individuals were chosen as sample and participated in this study using the Table of Kerjsi-Morgan. The sampling method was based on proportional classifying sampling.

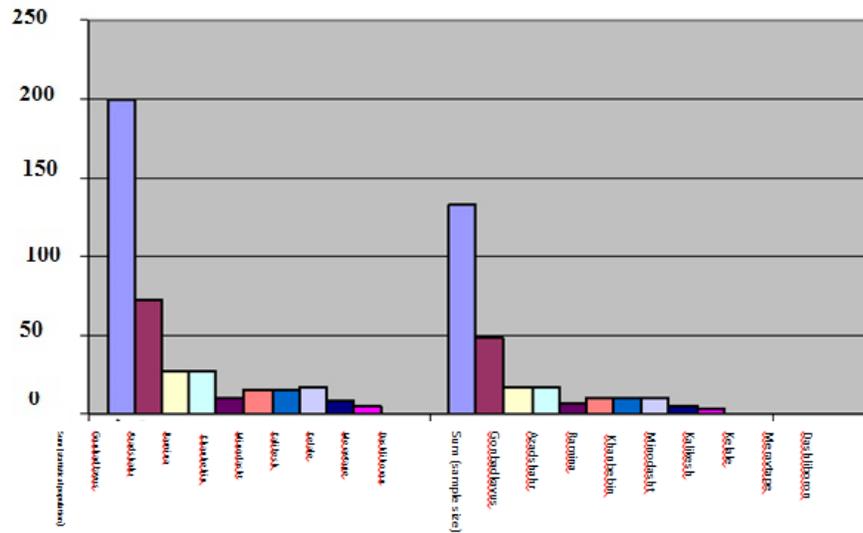


Figure 2. The statistical population and sample size separated by jurisdictional areas based on proportional classifying sampling

Moreover, data collection was conducted by library method and questionnaire instrument. In order to analyze the data, given the kind of research method and the kind and nature of the hypotheses, the method of statistical and descriptive analysis proportional to this study was used. Furthermore, in order to insert data and plot some descriptive diagrams, Microsoft Excel was utilized. We also used SPSS 17 for inferential statistical.

Hypotheses Testing

In an attempt to use statistical tests, the Kolmogorov-Smirnov test was first used for examining if the distributions of the variables in question were normal. H0: data have normal distribution. H1: Data lack normal distribution. Given the table of significance level, the Kolmogorov-

Smirnov test of the research variables was less than 0.01. Therefore, H0 is rejected and H1 is confirmed. This is to say that, the data distribution in this statistical sample is unusual. As a result of this, the non-parametric test of Spearman was used for testing the research hypotheses.

Moreover, in the main hypothesis, H0: there is no relationship between organizational commitment, organizational culture and employee performance. The H1, i.e. there is a relationship between organizational commitment, organizational culture and employee performance, was considered and carried out based on the results of Spearman’s correlation test, showing a significant, (01/0 Sig.<), and direct, (0 r>), relationship between organizational commitment, organizational culture and

employee performance at a 99 percent level. It means that as organizational commitment and culture increases, employee's performance would go up as well. Therefore, H0 is rejected and H1 is accepted. The correlation coefficient between the independent variables, organizational commitment and organizational culture, and the dependent variable (employee performance of the Courts of the east Golestan province) were 0.652 and 0.813, respectively.

The sub-hypotheses are included as follows:

1- There is a significant relationship between organizational commitment and the employee performance of the Courts of the east Golestan province. H0: there is no relationship between organizational commitment and employee performance. H1: there is a significant relationship between organizational commitment and employee performance. On the basis of the results of Spearman's correlation test in this study, there is a significant, (01/0 Sig. <), and direct, (0 r>), relationship between organizational commitment and employee performance at a 99 percent level. It means that as organizational commitment increases, employee's performance would go up as well. Therefore, H0 is rejected and H1 is accepted. The correlation coefficient between the independent variable, organizational commitment, and the dependent variable (employee performance of the Courts of the east Golestan province) was $r=0.652$.

1-1- There is a significant relationship between a sense of obligation and the employee performance of the Courts of the east Golestan province. H0: there is no relationship between a sense of obligation and employee performance. H1: there is a significant relationship between a sense of obligation and employee performance. On the basis of the results of Spearman's

correlation test in this study, there is a significant, (01/0 Sig. <), and direct, (0 r>), relationship between a sense of obligation and employee performance at a 99 percent level. It means that as a sense of obligation increases, employee's performance would go up as well. Therefore, H0 is rejected and H1 is accepted. The correlation coefficient between the independent variable, a sense of obligation, and the dependent variable (employee performance of the Courts of the east Golestan province) was $r=0.665$.

1-2- There is a significant relationship between emotional attachment and the employee performance of the Courts of the east Golestan province. H0: There is no relationship between emotional attachment and employee performance. H1: There is a significant relationship between emotional attachment and employee performance. On the basis of the results of Spearman's correlation test in this study, there is a significant, (01/0 Sig. <), and direct, (0 r>), relationship between organizational commitment and employee performance at a 99 percent level. It means that as emotional attachment increases, employee's performance would go up as well. Therefore, H0 is rejected and H1 is accepted. The correlation coefficient between the independent variable, emotional attachment, and the dependent variable (employee performance of the Courts of the east Golestan province) was $r=0.419$.

1-3- There is a significant relationship between continuous commitment and the employee performance of the Courts of the east Golestan province. H0: There is no relationship between continuous commitment and employee performance. H1: There is a significant relationship between continuous commitment and employee performance. On the basis of the results of Spearman's correlation test in this study, there is a significant, (01/0 Sig.

<), and direct, (0 r>), relationship between organizational commitment and employee performance at a 99 percent level. It means that as continuous commitment increases, employee's performance would go up as well. Therefore, H0 is rejected and H1 is accepted. The correlation coefficient between the independent variable, continuous commitment, and the dependent variable (employee performance of the Courts of the east Golestan province) was $r=0.638$.

2- There is a significant relationship between organizational culture and the employee performance of the Courts of the east Golestan province. H0: There is no relationship between organizational culture and employee performance. H1: There is a significant relationship between organizational culture and employee performance. On the basis of the results of Spearman's correlation test in this study, there is a significant, (01/0 Sig. <), and direct, (0 r>), relationship between organizational culture and employee performance at a 99 percent level. It means that as organizational culture increases, employee's performance would go up as well. Therefore, H0 is rejected and H1 is accepted. The correlation coefficient between the independent variable, organizational culture, and the dependent variable (employee performance of the Courts of the east Golestan province) was $r=0.813$.

2-1- There is a significant relationship between religious beliefs, values and the employee performance of the Courts of the east Golestan province. H0: There is no relationship between religious beliefs, values and employee performance. H1: there is a significant relationship between religious beliefs, values and employee performance. On the basis of the results of Spearman's correlation test in this study, there is a significant, (01/0 Sig. <), and

direct, (0 r>), relationship between religious beliefs, values and employee performance at a 99 percent level. It means that as religious beliefs, values increase, employee's performance would go up as well. Therefore, H0 is rejected and H1 is accepted. The correlation coefficient between the independent variables, religious beliefs, values, and the dependent variable (employee performance of the Courts of the east Golestan province) was $r=0.685$.

2-2- There is a significant relationship between employee beliefs and the employee performance of the Courts of the east Golestan province. H0: There is no relationship between employee beliefs and employee performance. H1: There is a significant relationship between employee beliefs and employee performance. On the basis of the results of Spearman's correlation test in this study, there is a significant, (01/0 Sig. <), and direct, (0 r>), relationship between employee beliefs and employee performance at a 99 percent level. It means that as employee beliefs increase, employee's performance would go up as well. Therefore, H0 is rejected and H1 is accepted. The correlation coefficient between the independent variable, employee beliefs, and the dependent variable (employee performance of the Courts of the east Golestan province) was $r=0.770$.

2-3- There is a significant relationship between common norms and the employee performance of the Courts of the east Golestan province. H0: There is no relationship between common norms and employee performance. H1: There is a significant relationship between common norms and employee performance. On the basis of the results of Spearman's correlation test in this study, there is a significant, (01/0 Sig. <), and direct, (0 r>), relationship between common norms and

employee performance at a 99 percent level. It means that as common norms increase, employee's performance would go up as well. Therefore, H0 is rejected and H1 is accepted. The correlation coefficient between the independent variable, common norms, and the dependent

variable (employee performance of the Courts of the east Golestan province) was $r=0.489$. Given the results obtained through a statistical test as well as the statistical methods used, the main and subsidiary hypotheses are presented separately in the following Table.

Table 1. The results of hypotheses test

Result interpretation	Statistical test result	Statistical methods	Hypotheses
There is a positive and significant relationship between organizational commitment and employee performance	H0 is rejected	- the Kolmogorov-Simonov normality test - Spearman correlation coefficient	The First main hypothesis
There is a positive and significant relationship between organizational culture and employee performance	H0 is rejected	- the Kolmogorov-Simonov normality test - Spearman correlation coefficient	The second main hypothesis
There is a positive and significant relationship between a sense of obligation and employee performance	H0 is rejected	- the Kolmogorov-Simonov normality test - Spearman correlation coefficient	The first subsidiary hypothesis
There is a positive and significant relationship between emotional attachment and employee performance	H0 is rejected	- the Kolmogorov-Simonov normality test - Spearman correlation coefficient	The second subsidiary hypothesis
There is a positive and significant relationship between continuous commitment and employee performance	H0 is rejected	- the Kolmogorov-Simonov normality test - Spearman correlation coefficient	The third subsidiary hypothesis
There is a positive and significant relationship between religious beliefs, values and employee performance	H0 is rejected	- the Kolmogorov-Simonov normality test - Spearman correlation coefficient	The fourth subsidiary hypothesis
There is a positive and significant relationship between employee beliefs and employee performance	H0 is rejected	- the Kolmogorov-Simonov normality test - Spearman correlation coefficient	The fifth subsidiary hypothesis
There is a positive and significant relationship between common norms and employee performance	H0 is rejected	- the Kolmogorov-Simonov normality test - Spearman correlation coefficient	The sixth subsidiary hypothesis.

Table 2. Correlation coefficients

Statistical test results	Level of Significance	Correlation coefficient	Hypotheses
H1 is confirmed	000/.	652/.	The first main hypothesis
H1 is confirmed	000/.	813/.	The second main hypothesis
H1 is confirmed	000/.	665/.	The first subsidiary hypothesis.
H1 is confirmed	000/.	419/.	The second subsidiary hypothesis
H1 is confirmed	000/.	638/.	The third subsidiary hypothesis
H1 is confirmed	000/.	685/.	The fourth subsidiary hypothesis
H1 is confirmed	000	770/.	The fifth subsidiary hypothesis
H1 is confirmed	000/.	489/.	The sixth subsidiary hypothesis

Discussion

As for *the first main hypothesis* the relationship between organizational commitment and the employee performance of the Courts of the east Golestan province was investigated. The results of the Spearman test showed that there is a significant relationship between organizational commitment and the employee performance of the Courts of the east Golestan province. Therefore, the main hypothesis is confirmed with %99 possibility. As this relationship inclines to a positive and direct path, it confirms that the more organizational commitment increase, the further the employee performance will be.

As for *the second main hypothesis* the relationship between organizational culture and the employee performance of the Courts of the east Golestan province was investigated. The results of the Spearman test showed that there is a significant relationship between a sense of obligation and the employee performance of the Courts of the east Golestan province. Therefore, the main hypothesis is confirmed with %99 possibility. As this relationship inclines to a positive and direct path, it confirms that the more a sense of obligation increases, the further the employee performance will be.

As for *the first subsidiary hypothesis* the relationship between a sense of obligation

and the employee performance of the Courts of the east Golestan province was investigated. The results of the Spearman test showed that there is a significant relationship between a sense of obligation and the employee performance of the Courts of the east Golestan province. Therefore, the subsidiary hypothesis is confirmed with %99 possibility. As this relationship inclines to a positive and direct path, it confirms that the more organizational culture increases, the further the employee performance will be.

As for *the second subsidiary hypothesis* the relationship between emotional attachment and the employee performance of the Courts of the east Golestan province was investigated. The results of the Spearman test showed that there is a significant relationship between emotional attachment and the employee performance of the Courts of the east Golestan province. Therefore, the subsidiary hypothesis is confirmed with %99 possibility. As this relationship inclines to a positive and direct path, it confirms that the more emotional attachment increases, the further the employee performance will be.

As for *the third subsidiary hypothesis* the relationship between continuous commitment and the employee performance of the Courts of the east Golestan province was investigated. The

results of the Spearman test showed that there is a significant relationship between continuous commitment and the employee performance of the Courts of the east Golestan province. Therefore, the subsidiary hypothesis is confirmed with %99 possibility. As this relationship inclines to a positive and direct path, it confirms that the more emotional attachment increases, the further the employee performance will be.

As for *the fourth subsidiary hypothesis* the relationship between religious beliefs, values and the employee performance of the Courts of the east Golestan province was investigated. The results of the Spearman test showed that there is a significant relationship between religious beliefs, values and the employee performance of the Courts of the east Golestan province. Therefore, the subsidiary hypothesis is confirmed with %99 possibility. As this relationship inclines to a positive and direct path, it confirms that the more religious beliefs, values increase, the further the employee performance will be.

As for *the fifth subsidiary hypothesis* the relationship between employee beliefs and the employee performance of the Courts of the east Golestan province was investigated. The results of the Spearman test showed that there is a significant relationship between employee beliefs and the employee performance of the Courts of the east Golestan province. Therefore, the subsidiary hypothesis is confirmed with %99 possibility. As this relationship inclines to a positive and direct path, it confirms that the more employee beliefs increase, the further the employee performance will be.

As for *the sixth subsidiary hypothesis* the relationship between common norms and the employee performance of the Courts of the east Golestan province was

investigated. The results of the Spearman test showed that there is a significant relationship between common norms and the employee performance of the Courts of the east Golestan province. Therefore, the subsidiary hypothesis is confirmed with %99 possibility. As this relationship inclines to a positive and direct path, it confirms that the more common norms increase, the further the employee performance will be.

Given the results, the following suggestions are presented:

- a) It is suggested that a comparative investigation into organizational commitment and organizational culture and employee performance of other state and private organizations be dealt with at the provincial and national level.
- b) Some research should be done on the other factors contributing to employee performance. In this research, the employee performance as a dependent variable has been used. Other researchers are recommended to apply performance as independent variable in their studies.
- c) Given the fact that the majority of employees are young and they hold BA degree as their level of education, they should be encouraged to promote their knowledge.
- d) Establishing a research and development sector in organizations with a view to address the operational difficulties and offer scientific and practical strategies is recommended.

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