Research Article

THE SURVEY OF EFFECT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL COMMITMENT OF STAFFS OF STUDENT AFFAIRS' ORGANIZATION

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ABSTRACT

The present study is aimed to assess the impact of organizational culture on organizational commitment of the students the statistic population of the present study for answering the questionnaire includes all the staff of students' affair organization and the volume of the sample was166 based on Cochran formula. The data collected from the standard questionnaire of "Robinson questionnaire" on organizational culture and the standard questionnaire of "Allen & Meyer questionnaire" the commitment filed. The validity of the questionnaires has been tested by formal methods and their reliability has been tested by Cronbach Alpha with the values of 0.79 and 0.83. For analyzing the collected data, descriptive statistics methods have been run and for the inferential part of it, SPSS software has been used. Analysis using Pearson's correlation coefficient showed a significant relationship between organizational culture and organizational commitment. Moreover, all components have a significant relationship with organizational culture and organizational commitment.

Keywords: Organizational Culture, Organizational Commitment, Student Affairs

INTRODUCTION
Introduction and Research Problem
Organizational culture is a system of shared meanings and concepts that exist among members of the organization. In each organization, there are some organizational patterns of beliefs, symbols, stories and customs that have been created over time. These patterns make a common and same understanding of members' behaving and the concept of organization.

There are features that, when combined and integrated together, form the philosophy of the organization. Looking for new ideas and research in management, organizational culture has become increasingly important and constitutes one of the main topics and focal management. Hence, organizational culture is one of the most fundamental principles of the organizations' changes, so the goal is to change the culture of an organization's infrastructure in the context of evolution (Robbins, translated by Alwani, 2001).

By organizational commitment, we mean empathy and loyalty to the organization's values, goals and its expectations. Allen and Mayer have divided the organizational commitment into three categories: Affective commitment, continuance commitment or rational and normative commitment. Cultural integrity of organizational commitment has a significant role in strengthening the organizational commitment (Chalabi, 2005).

Commitment has been defined as Extensive consultation with the intensity of the feeling of belonging to the job and the organization and sense of identity. The existence of mentioned feelings in an individual can lead to Group affiliation and team work. The main problem is finding the answer of this question that whether employees are satisfied with the existed culture or not.

In this regard, organizational commitment shows their level of satisfying. Hence, evaluating the relationship between organizational culture and organizational commitment and identification of strengths and weaknesses can be used in the management of student affairs organization.

With respect to the mentioned information, this study will answer the question whether there is an impact of organizational culture on organizational commitment of Student Affairs or not.

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Literature of Research

A) The Concept of Organizational Culture

Since Organizational culture is an environment variable that affects differently upon all members of the organization, the understanding of the structure and organization to manage the work effectively, is important. Members, to solve the problems of external adaptation, for example (the best way to participate in the global market arena) internal integration (how best to coordinate and strengthen the processes within an organization), as the best way to solve the problem, they educate their staff with writing and unwritten organization culture. Therefore, with the capacity to change organizational culture, actions, thoughts and feelings of the vast majority of members are possible (Larsen and Zangshen, translated by Hassanzadeh, 2002) Organizational culture can be thought of as the glue that adheres different parts of an organization through a set of common patterns of interlocking links (Cornsill and Joan, 1984, translated by Danaeefard).

B) Organizational Commitment

There are lots of definitions for organizational commitment. Common way of dealing with organizational commitment is an emotional attachment commitment to the organization. According to this definition, a person who is strongly committed to the organization, takes his/ her identity from the organization, involves himself or herself in the organization and enjoys its membership (Saruqi, 1996). Porter *et al.,* define organizational commitment as accepting the values of the organization and their involvement.

They define its metrics features as motivation, desire and accepting the values of the organization they work for. Chatmn and O'Reilly (1968), define organizational commitment as supporting meaningful and emotional bond with the goals and values of the organization and not only because of its instrumental value "the achieve- means» but also because of the organization itself. Sheldon 4 defines organizational commitment as Attitude or orientation which relates the person's identity to the organization. Kanter defines organizational commitment as Social actors' willingness to grant his loyal forces and social systems. Bukanan defines the organizational commitment as Emotional attachment and a fanatical commitment to the values and goals of the organization (Iraqi, 1998).

Literature Review

Maleki *et al.,* (2008) show that organizational commitment has a significant relationship with two aspects of organizational culture but it doesn't have any significant relationship with two other aspects of it (Training, Development and Corporate Communications).

Gholamreza *et al.,* (2009) found the priority of the organizational commitment's factors which is as follows:

-(1)Self Control, (2) organizational conduct 3- reward system, 4- professional identity, 5 risk taking-, 6- participation in decision-making, 7-organizational support, 8 formal control. Koochaki *et al.,* in year 2012 showed that there is a significant relationship between Feasibility of establishing knowledge management and organizational culture. Moreover, they showed that there is a significant and positive relationship between different aspects of organizational culture (Culture, Special-democratic culture, Market Culture, hierarchical culture) and Feasibility of Knowledge Management. There are some researches on this topic out of Iran that we mention some of them briefly here; Yilmaz and Oregan (2008) had done a research that they concluded that Adaptability obtained the highest score and compatibility obtained the lowest score. Also, the results of this research come after the mission has the greatest impact on increasing the companies' production. Also, the ability to produce new products is heavily influenced by the dimensions of adaptability and compatibility. The results of Gilespi *et al.,* (2008) research showed that the highest points in the construction industry after happened after engaging in mission work and lowest score obtained in the adaptive aspect. Also, in relation to car dealers, the highest rating has been obtained in the adaptation aspect and the lowest rating was made on the adaptability aspect. John and colleagues (2013) Research shows that there is a significant positive relationship between organizational culture, leadership and job satisfaction. Soolen *et al.,* showed that the findings have implications for theory and practice, particularly in relation to building a culture of professional service firms that support innovative behavior and organizational commitment.

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Research Hypothesis
A. Primary Hypothesis

There is a relationship between organizational culture and organizational commitment among the staff of students' affair organization.

B. Secondary Hypothesis

There is a relationship between organizational commitment and shared objects.

There is a relationship between joint actions and organizational commitment.

There is a relationship between the joint statements and organizational commitment.

There is a relationship between staff's feelings (emotions) shared organizational commitment.

MATERIALS AND METHODS
Method

This study is a descriptive survey research was conducted by correlation method and from the view point of its target is applied one. Methods, tools for data collection are documentation, statistics on international studies and questionnaires. Robinson and Pearce standard questionnaire survey of cultural models and organizational commitment of Allen & Meyer which is adjusted based on the Likert scale. The population of this study to answer the questionnaire, including student affairs staff that they were 166 in number with the application of Cochran formula. The sampling is done by Stratified random sampling and relatively sampling. Two methods for analyzing the collected data have been adopted: descriptive and inferential statistics. In the analytical part of the analysis, it is assumed that the distribution is normally distributed using the Kolmogorov - Smirnov formula. Then, using the correlation coefficient was statistically significant relationship between the dependent and independent variables were examined. Also according to this fact that the evaluation tools must be reliable and valid to let the researcher collect the relevant data, Face validity of present study examined and Cronbach's alpha was approved by the numbers 0.79 and 0.83.

RESULTS AND DISCUSSION
Findings

A)   *Descriptive findings***:** A total of 166 participants in the study, of the total sample, 95 women and 71 men, 57 percent were female and 43 percent were males, the percentage of women more than men.

A total of 166 participants in the study, of the total sample the highest percentage of age group 20 -30 years, at a rate of 37 percent, the lowest percentage of the age group of 50 years at a rate of 13 percent. These results suggest that the majority of respondents were in the age group 20 -30 years.

A total of 166 participants in the study, of the total sample the highest percentage of undergraduate education at a rate of 49 percent. The lowest percentage of doctoral education and higher at a rate of 10 percent. These results suggest that most respondents were undergraduate education.

Table 1: Correlation between organizational culture and organizational commitment of staffs

Dependent variable		Organizational commitment
Independent variable		
Organizational culture	The correlation coefficient	0.73
	p-value	0.000
	The sample size	166

A total of 166 participants in the study, of the total sample the highest percentage of 11 to 15 years of work experience at a rate of 28 percent and the lowest percentage of over 20 years at a rate of 12 percent. These results suggest that most of the respondents were 11 to 15 years of work experience.

B)   *Inferential findings***:** To test the hypotheses, given the normal distribution of the sample we use correlation test, we use the Pearson correlation coefficient calculation, The results are listed in the following tables:

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1) The Main Hypothesis of this Study

The main hypothesis: there is the relationship between organizational culture and Organizational Commitment of the Student affairs staff.

As you can see, the correlation coefficient between the two variables is equal to 0/73. This value represents a direct positive relationship between the two varies and The P-value = 0/000 <0/05 Indicates that the relationship is significant at a significance level of 5 percent. So we can say that between organizational culture and Organizational Commitment of the Student affairs staff, there is a significant relationship.

2) The Sub-Hypothesis

The first sub-hypothesis test: there is the relationship between common objects and Organizational Commitment of the staff.

Table 2: Correlation between common objects and organizational commitment of staffs

Dependent variable		Organizational commitment
Independent variable		
common objects	The correlation coefficient	0.71
	Significantly	0.000
	Count	166

As you can see, the correlation coefficient between the two variables is equal to 0/71. This value represents a direct positive relationship between the two varies and The P-value = 0/000 <0/05 Indicates that the relationship is significant at a significance level of 5 percent. So we can say that between common objects and Organizational Commitment of the Student affairs staff, there is a significant relationship.

The second sub- hypothesis test: there is the relationship between Joint actions and Organizational Commitment of the staff.

Table 3: Correlation between joint actions and organizational commitment of the staffs

Dependent variable		Organizational commitment
Independent variable		
Joint actions	The correlation coefficient	0.68
	Significantly	0.000
	Count	166

As you can see, the correlation coefficient between the two variables is equal to 0/68. This value represents a direct positive relationship between the two varies and The P-value = 0/000 <0/05 Indicates that the relationship is significant at a significance level of 5 percent. So we can say that between Joint actions and Organizational Commitment of the Student affairs staff, there is a significant relationship.

The third sub-hypothesis test: there is the relationship between Common speech and Organizational Commitment of the staff.

Table 4: Correlation between common speech and organizational commitment of staffs

Dependent variable		Organizational commitment
Independent variable		
Common speech	The correlation coefficient	0.76
	Significantly	0.000
	Count	166

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As you can see, the correlation coefficient between the two variables is equal to 0/76. This value represents a direct positive relationship between the two varies and The P-value = 0/000 <0/05 Indicates that the relationship is significant at a significance level of 5 percent. So we can say that between Common speech and Organizational Commitment of the Student affairs staff, there is a significant relationship.

The fourth sub-hypothesis test: there is the relationship between Feelings (emotions) Common and Organizational Commitment of the staff.

Table 5: Correlation between common feelings(emotions) and organizational commitment of staffs

Dependent variable		Organizational commitment
Independent variable		
Common feelings(emotions)	The correlation coefficient	0.77
	Significantly	0.000
	Count	166

As you can see, the correlation coefficient between the two variables is equal to 0/77. This value represents a direct positive relationship between the two varies and The P-value = 0/000 <0/05 Indicates that the relationship is significant at a significance level of 5 percent. So we can say that between Feelings (emotions) Common and Organizational Commitment of the Student affairs staff, there is a significant relationship.

Discussion and Conclusion

According to the findings, it is concluded that there is a significant relationship between variable Organizational Culture of Robinson and its dimensions with Organizational commitment of Allen & Meyer. Data processing results indicate that organizational culture has a significant relationship with organizational commitment; it means that the culture of the organization shows that attitude towards the organization**.** This attitude will affect the behavior of individuals in the workplace. Human resources of an organization is its greatest wealth And the success of a company depends on the existence of efficient and powerful people, the Efficiency and the values of the organization, causing the movement of people in the organization, and pervasive impact on organizational components; So if organizational members Have share goals and values and beliefs common, Finally, it has an emotional attachment, and makes a commitment and loyal   remain to the organization. In this study, the relationship between organizational culture and Commitment of the Student affairs staff were confirmed.

The results show that the impact of organizational culture on organizational commitment. This means that, there is a significant relationship between the four dimensions of organizational culture (common objects, joint actions, Common speech and Common feelings) and organizational commitment. Correlation between the two variables is linear both simultaneously increase or diminish, Solidarity is extremely high.

 Given that organizational culture is considered in this study consists of four components, the relationship between the four components of organizational culture and organizational commitment has been investigated, then, according to the average of these four factors, the relationship between organizational culture and organizational commitment is obtained. It is worth noting that research findings Cottam April, 1971 and Baylz research and Quinn (1986) confirms and the results of this study are consistent with previous research.

 Also, the results of this study with findings from studies of Mohammad *et al.,* (2008) and Tbrsa *et al.,* (2009) are consistent with and confirm.

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