

The relationship between organizational culture and working life quality of Saipa Diesel Company's staff in Iran

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Abstract: Different people with different organizational culture have different interpretations of quality work conditions and prefer special conditions for their work and life; therefore, it is necessary that leaders recognize these differences and take appropriate and reasonable way based on the contingency principles of management. In this paper, organizational culture has been considered as one of the factors relating to the quality of working life. Statistical population in this study is all of Saipa Diesel Company's staff that 278 people of population were randomly identified as the sample by using a relative - stratified sampling and based on Morgan table. The research method was descriptive – correlational and data was collected through two questionnaires in 5 - scale Likert and their reliability was estimated by using Cronbach's alpha that the questionnaire of organizational culture contained 30 questions and 83% credibility and questionnaire of working life quality questionnaire contained 35 questions, and 93% credibility. The data from the study was analyzed by SPSS software in two parts of descriptive statistics including mean and standard deviation and inferential statistics including means and standard deviations Pearson correlation coefficient and the results indicate that there is a significant relationship between the components of organizational culture (leadership style, risk taking, responsibility, organizational identity, individual initiative and creativity, tolerance of differences in tastes) and working life quality of employees.

Keywords: Organizational Culture, Leadership, Responsibility, Risk taking, Creativity, Tolerance of differences in tastes, indicators of working life quality.

I. Introduction

Today, manpower is one of the most valuable and also the most critical resources of an organization which is considered its most important factor of survival as a complex element in organization and plays an important role in order to achieve the organizational objectives and is the lifelong investment of organization which is affected by the values of organizational culture governing on his/her organization. Therefore, understanding the organizational culture governing on manpower should be considered important to achieve organizational objectives. Since the communities with different ethnic and even different organizational cultures prefer specific requirements for their life and work environment and have different attitudes toward their jobs and workplace, therefore, this matter should be considered important and should be studied because human's attitude and perception of the work environment affects the level of his/her satisfaction and dissatisfaction and generally his/her level of working life quality. It should not be assumed that employees' expectations of their organizations are the same everywhere and in every working space and these expectations can be easily identified, because the imagination of each cultural atmosphere from working life quality is a specific imagination that managers must try to know it.

Problem Statement

According to the tendency of national organizations toward improving the working life quality of employees in recent years, to use its potential benefits to get rid of the problems and improve the organization's affairs and due to the numerous variables that can strengthen or weaken it, so it seems that among variables, organizational culture is extremely important in relation to working quality life.

Therefore, since nowadays the main feature of competition world is change, organizations and companies are forced, relying on the organization's people as the most important assets of the organization; encourage them to understand, realize and provide new knowledge and ideas and practical application of ideas in the furtherance of organization's objectives and this activity requires that organizational culture, as a constituent of organizations' personality by which personnel's behavior is affected, becomes a knowledge-making culture and supports knowledge activities. Therefore, in this paper we seek answers to this question that what is the relationship between organizational culture and working life quality?

II. Research Methodology

The aim of this study is applicable, because it is intended to study the relationship between organizational culture and working life quality; in this study according to the nature, objectives and hypotheses of the study, descriptive correlational research method was used. The researcher has studied and described the relationship between organizational culture and working life quality by descriptive – correlational method and using two questionnaires developed to assess organizational culture and working life quality and interpreted and analyzed the relationship between the components of organizational culture and working life quality in Saipa Diesel Company's personnel in 2009.

Methods of data collection and data analysis

In this study, library method is used to collect the theoretical basics information and research background and field method is used to collect the related data, so that data were collected by going to the library and reading books and related articles to achieve the theoretical basics and research background.

In this study, a sample size of 278 people was selected randomly and based on Morgan table and required data was collected by random - stratified sampling method and two researcher-made questionnaires and validity and reliability have been assessed by experts. Organizational culture questionnaire contained 30 questions and its reliability was estimated 83% by Cronbach's alpha method and the questionnaire of working life quality contained 35 questions and its reliability was also estimated 93% by Cronbach's alpha method. Then, the obtained data was analyzed at two parts of descriptive statistics including mean, standard deviation, tables and charts and inferential statistics including Pearson correlation coefficient and by using SPSS software.

Hypotheses

Main hypothesis: there is a significant relationship between organizational culture and working life quality.

Subsidiary hypotheses:

There is a significant relationship between leadership style and working life quality.

There is a significant relationship between risk taking and working life quality.

There is a significant relationship between responsibility and working life quality.

There is a significant relationship between organizational identity and working life quality.

There is a significant relationship between creativity and working life quality.

There is a significant relationship between tolerance of difference in tastes and working life quality.

Testing hypotheses

Research hypotheses were tested by using Pearson correlation coefficient at the significant level of $\alpha=0/05$ and the below results were obtained:

The main finding: There is a significant and positive relationship between organizational culture and working life quality at the confidence level of 95%. It means that working life quality increases by increasing the organizational culture and the changes of working life quality is + 44% function of organizational culture changes.

Main hypothesis

Correlation matrix between organizational culture and working life quality (n=255)

Working life quality	Organizational culture	
1	$r = 0/440$ $PV = 0/01$	Organizational culture
$r = 0/440$ $PV = 0/01$	1	Working life quality

Based on the results in the above table and the result of Pearson correlation test, this assumption is significant at the level of 0/01 ($r=0/440$, $PV=0/01$) and given that the PV value is less than a value ($PV<0/05$), we can say that we are in the H1 region and there is no reason to confirm H0. So we can say that there is a significant and positive relationship with confidence of 95% between organizational culture and working life quality. In other words, working life quality increases with the increase of organizational culture.

Subsidiary hypotheses

The first hypothesis: There is a significant and positive relationship between leadership style and working life quality at the confidence level of 95%. It means that working life quality increases by increasing the leadership style (participatory) and among the components of organizational culture, leadership style with correlation coefficient of + 44% has the maximum correlation with working life quality.

Working life quality	Leadership style	
1	$r = 0/43$ $PV = 0/01$	Leadership style
$r = 0/43$ $PV = 0/01$	1	Working life quality

Based on the results in the above table and the result of Pearson correlation test, this assumption is significant at the level of 0/01 ($r=0/43$, $PV=0/01$) and given that the PV value is less than a value ($PV<0/05$), we can say that we are in the H1 region and there is no reason to confirm H0. So we can say that there is a significant and positive relationship with confidence of 95% between leadership style and working life quality.

The second hypothesis: There is a significant and positive relationship between risk taking and working life quality at the confidence level of 95%. It means that working life quality increases by increasing the backgrounds and capabilities of risk taking and its correlation with of with working life quality is %352.

Working life quality	Risk taking	
1	$r = 0/352$ $PV = 0/01$	Risk taking
$r = 0/352$ $PV = 0/01$	1	Working life quality

Based on the results in the above table and the result of Pearson correlation test, this assumption is significant at the level of 0/01 ($r=0/352$, $PV=0/01$) and given that the PV value is less than a value ($PV<0/05$), we can say that we are in the H1 region and there is no reason to confirm H0. So we can say that there is a significant and positive relationship with confidence of 95% between risk taking and working life quality.

The third hypothesis: There is a significant and positive relationship between responsibility and working life quality at the confidence level of 95%. It means that working life quality increases by increasing the level of responsibility and its correlation with of with working life quality is %390.

Working life quality	Responsibility	
1	$r = 0/390$ $0/01 PV =$	Responsibility
$r = 0/390$ $0/01 PV =$	1	Working life quality

Based on the results in the above table and the result of Pearson correlation test, this assumption is significant at the level of 0/01 ($r=0/390$, $PV=0/01$) and given that the PV value is less than a value ($PV<0/05$), we can say that we are in the H1 region and there is no reason to confirm H0. So we can say that there is a significant and positive relationship with confidence of 95% between responsibility and working life quality.

The fourth hypothesis: There is a significant and positive relationship between organizational identity and working life quality at the confidence level of 95%. It means that working life quality increases by increasing the organizational identity and its correlation with of with working life quality is %335.

Working life quality	Organizational identity	
1	$r = 0/335$ $0/01 PV =$	Organizational identity
$r = 0/335$ $0/01 PV =$	1	Working life quality

Based on the results in the above table and the result of Pearson correlation test, this assumption is significant at the level of 0/01 ($r=0/335$, $PV=0/01$) and given that the PV value is less than a value ($PV<0/05$), we can say that we are in the H1 region and there is no reason to confirm H0. So we can say that there is a significant and positive relationship with confidence of 95% between organizational identity and working life quality.

The fifth hypothesis: There is a significant and positive relationship between creativity and working life quality at the confidence level of 95%. It means that working life quality increases by increasing the creativity and its correlation with of with working life quality is %409.

Working life quality	Individual initiative and creativity	
1	$r = 0/409$ $0/01$ PV =	Creativity
$r = 0/409$ $0/01$ PV =	1	Working life quality

Based on the results in the above table and the result of Pearson correlation test, this assumption is significant at the level of 0/01 ($r=0/409$, $PV=0/01$) and given that the PV value is less than a value ($PV<0/05$), we can say that we are in the H1 region and there is no reason to confirm H0. So we can say that there is a significant and positive relationship with confidence of 95% between creativity and working life quality.

The sixth hypothesis: There is a significant and positive relationship between tolerance of difference in tastes and working life quality at the confidence level of 95%. It means that working life quality increases by increasing the tolerance of differences in opinion and tastes, and among the components of organizational culture, tolerance of difference in tastes with correlation coefficient of %313 has the minimum correlation with working life quality.

Working life quality	Tolerance of difference in tastes	
1	$r = 0/313$ $0/01$ PV =	Tolerance of difference in tastes
$r = 0/313$ $0/01$ PV =	1	Working life quality

Based on the results in the above table and the result of Pearson correlation test, this assumption is significant at the level of 0/01 ($r=0/313$, $PV=0/01$) and given that the PV value is less than a value ($PV<0/05$), we can say that we are in the H1 region and there is no reason to confirm H0. So we can say that there is a significant and positive relationship with confidence of 95% between tolerance of difference in tastes and working life quality.

III. Conclusion

According to the research findings, in general, we can say that organizational culture plays an important role in raising or lowering the employee's working life quality and can encourage the laziness and self-indulgence or efficiency and effort, quality and accuracy in performing the tasks; because based on what was studied in this paper we concluded that organizational culture is one of the important factors which plays a significant role in working life quality and the increase in the components of organizational culture such as leadership style, risk taking, responsibility, organizational identity, creativity and tolerance of difference in tastes can enhance the working life quality and job satisfaction, organizational commitment, increase of organizational communications, skills education, participation in decision making, career advancement increase and improve the occupational safety and security. Therefore managers should have systematic and integrated structures in their planning, organizing, leading, controlling and monitoring in order to improve the working life quality of organization's employees. Given the role and importance of managers as the founder of organizational culture, managers should be a pattern for their employees and create an intimate atmosphere in the workplace so that employees express freely their constructive comments and suggestions. Managers should give instructions to staff clearly in order to achieve organizational goals and give importance to the personnel goals besides the goals of their organization; because the clarification of organizational goals and its proximity with individual goals its one of the factors influencing the organizational success and then will also bring the promotion of working life quality. Managers should pay attention to the personnel's mental relaxation as one of the important factors which plays a role in improving the working life quality and manage the conflicts and disagreements among them and provide a comfortable atmosphere at their organization. Risk-taking skills, creative thinking and initiative must be taught to the employees, training the talents of employees must be considered as the main work of managers. The culture of seeking participation and team activities should be strengthened in order to activate organizations. Managers should give more importance to the welfare, recreational and health care facilities of employees because employees have a family outside of workplace with different needs and interests and balance should be maintained between work and personal life.

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