



Role of organizational culture components on administrative discipline and work Conscience (Case Study: Governor Generalship Organization of Sistan and Baluchestan)

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ABSTRACT

Present research has studied role of the components of organizational culture on administrative discipline and work conscience among the employees of Governor Generalship Organization of Sistan and Baluchestan. Statistical population of this research consists of all staff of this organization whose number equals 350 persons that according to Morgan's table, number of statistical sample for such population is 180 individuals. Instrument for compiling the questionnaire information made by researcher which after assessing the validity (using advisors' and supervisors' viewpoints and specialists of the related organization and history of research) and reliability (making use of Chronbach's Alpha) distributed to the respondents. After completing and collecting the questionnaires, they were calculated and analyzed using SPSS19 software and statistical coefficients proportional to the type of hypotheses (one-sample t-test, Friedman's test). Results of this research indicate that from among five components making influence on administrative discipline and work conscience, status of the components like creativity and innovation, considering organization members and paying attention to details are placed higher than intermediate level and two other components such as risk-taking and paying attention to result situated at the intermediate level in the Governor Generalship of Sistan and Baluchestan.

KEY WORDS: Organizational Culture, Administrative Discipline, Conscience, Work Conscience

INTRODUCTION

Work force of each society is the permanent and active capital of production, creation, technology, material welfare and achieving spiritual goals and sublimation of human being and other factors of capital and technology are the subordinate components; This is the work force that accumulates capitals and creates technology and puts the society in the route of development and prosperity (Todaro, 82: 1997). Organization needs employees who do activity and work beyond the ordinary and assigned duties. Employees who are able and have a tendency to perform their responsibilities more than usual to achieve the organizational objectives can increasingly lead to increase in the organization or any other administration performance, staff's mental freshness and better manifestation of the individual and organization goals as well as reduction in the absence and relocation (Biro, 1988). As an approach, commitment and work conscience can be effective in this area and there is no doubt that organizations having employees with high level of organizational commitment, work conscience and administrative discipline usually have higher performance and studying the factors making impact on work conscience particularly organizational culture and organizational culture factors like level of creativity and innovation in organization, ratio of staff's risk-taking, extent of paying attention to details and amount of giving attention to individuals and organizational employees are very important and influential step in this context and there is no need to explain this is responsibility of managers and directors to make effort to keep, support, protect and develop the employees and encourage them to have work discipline and conscience, because inclusion of this discipline and order in work and work conscience may give rise to the increase in efficiency and ultimately organizational productivity and also will lead to the advancement and progress of society. With respect to the importance of administrative discipline and work conscience and its role in

increasing and improving job performance, this research intends to check and study role of the organizational culture and its characteristics in administrative discipline and work conscience among the employees and staff of Governor Generalship of Sistan and Baluchestan and proffer useful solutions and strategies for better effectiveness.

2. Theoretical framework of research:

2.1 Organizational Culture:

Edgar Schein, one of the most prominent thinkers of organizational behavior believes that organizational culture consists of ceremonies, conventions and moralities. Organizational culture encompasses values which has been announced publicly (Schein, 64: 2005). Carter McNamara believes that organizational culture comprises presumptions, values, norms and tangible signs (man-made products and artifacts) of the organization members and their behavior. Culture of an organization can be identified through observing the order of requirements, what the members are talking about and the way they are wearing and etc...(Mahmoudi 63: 2006). Deal & Kennedy define a strong organizational culture as a culture under which individuals know the organization objectives very well and work towards them. According to their opinion, strong culture is a strong lever for leading employees' behavior and helps the employees to perform their duties using a better method particularly two specific forms (Feniri, 46: 2006). Recent studies have been able to specify and list seven main characteristics which establish organizational culture in total as follows:

1. Creativity and risk-taking: The extent to which individuals are encouraged to be creative, innovator and adventurous.
2. Paying attention details: The extent to which it is expected that staff can analyze the problems and carry out the affairs and activities.
3. Considering the result (conclusion): The extent to which management considers the results or conclusions not the methods and processes which should be applied to obtain these results.
4. Paying attention to individuals: The extent to which management allows the employees to participate in making decisions and the extent to which management considers individuals on the effects of the decision-making outcomes.
5. Team formation: The extent to which management arranges the activities and duties in a way that they are done by the team (not by the individuals).
6. Evolution: The extent to which individuals have disputation spirit, evolution or even audacity (and not the simple-minded people or probably indifferent ones).
7. Stability or firmness: The extent to which organization focuses and emphasizes on maintaining the present situation (not development) in its activities (Robbins, 372: 2011).

2.2 Administrative Discipline:

Discipline derived from the word retention and means self-control and obeying rules. The rules may be an instinct matter for reasoning strategy and scientific, mathematical and historical thinking as well as rules which are necessary for learning like rules of practice, studying, revising and testing different examples (Hashemi, 2008). Inclusion of human and non-human recourses in the proper place and time is called order (Robbins, 433: 2011). Discipline is providing an opportunity and situation which staff of an organization adapt themselves to rules, regulations and criteria of the organization and then behave according to them (Abtahi, 248: 2003).

2.3 Conscience:

Conscience means mind, heart and common sense and is referred to as inner and spiritual sense which causes to distinguish good from bad (Bakhtiari, 1999). It's said in another text that conscience consists of: awareness of "I" or "personality". According to this definition, man can understand his "I" or "personality" in mental balance state, or conscience is a phenomenon which separates competence from incompetence and necessity from non-necessity in human conduct (Koontz, 2006).

2.4 Work Conscience:

With respect to the above-mentioned definitions of conscience and work, researchers have presented numerous definitions for "work conscience" such as this one which says work conscience is indicative of the intrinsic motivation that by taking it into consideration and understanding the duties entrusted to them, they will decide to do their responsibility to the optimal level. Therefore, the basis upon which a work is done completely and precisely without the need for external stimuli, it is considered to be arisen from work conscience. Briefly it can be said, work conscience is equal to internal permanent state encouraging person to perform the activity and work accurately, willingly and eagerly. (Manteghi, 8: 1997).

Work conscience is one of the important aspects of conscience which means sense of responsibility and individual's comprehensive internal praise and complement towards performing the duties and activities assigned to him. In other words, it means trying to perform the activity more completely and properly and avoid

all kinds of negligence and dereliction of duty and rational use of facilities, amenities and conditions and continuous carefulness in doing responsibilities. Work conscience consists of: “an internal sense and commitment to observe the obligations which have been concurred in connection with work. In other words, work conscience is hearty consent + commitment and practical obligation towards the responsibilities which are supposed to be performed by man in a way that if an inspector or observer is not watching him, he won't fail to carry out his duty (Hakim, 2002).

In reality, work conscience is a cultural issue which is acquired by the individual through internalizing. In order to do so, at first work conscience should be set forth in the public culture as a value and according to this it should be justified and promoted. Secondly, next factor of work conscience propagation is to initiate institutional and organizational arrangements in which the individuals are placed. (Ghaffari, 2006). Work conscience causes the staff of administrative and organizational system of country to allocate their capabilities, talents and expertise for the sake of fulfillment of the organization goals not only without control but also voluntarily that thanks to this work conscience, sustainable development projects of the country will be insured and guaranteed (Brown *et al*, 2003).

With w high work conscience employees work much harder, hold esteem and value for organization and receive less criticism in their work (Mckenna, 2005). Individuals with high level of work conscience consider organization objectives and values as their own objectives and values and make effort to achieve them (Pala *et al*, 2008). According to the public culture council of the country definition, work conscience is a situation in which society individuals in different jobs and positions try perform the duties assigned to them in the best manner, correctly, completely and by observing the principles of optimization (Mirsepasi, 53: 2005). Cohen have studied and examined five fundamental aspects in explaining the work conscience: 1) Organizational aspect of work conscience 2) Occupational aspect of work conscience 3) Professional aspect of work conscience 4) work aspect of work conscience 5) work obligation (Mayor, 2001). By putting emphasis on multiple-section model of organizational work conscience, summers' believes that organizational conscience is comprised of 3 aspects: emotional aspect, constant aspect and duty aspect (same resource).

Randel summarizes organizational work conscience in three characteristics among staff: 1) individual's strong belief in organization and accepting organization objectives 2) Making hard effort to achieve organization objectives 3) individual's tendency to remain in organization (Khaki, 1998).

2.5 Factors making influence on work conscience:

Work conscience is the effect or result of two groups of main factors: factors influencing work conscience before the individual joins organization including values, cultures, perceptions, attitudes, needs and motives. Factors affecting work conscience after the individual joins organization including individual specifications (needs, interests, attitude, personality), occupational specifications (work rules, work significance, sensitivity and complexity of work), organizational characteristics (work division, organizational environment) and organizing management including encouragement and punishment, evaluation of performances, job satisfaction (Chang, 2002). Staff's alienation of work and managerial method and style are as the important factors having effect on work conscience. Alienation of work is a state and condition the individual feels that his work is meaningless for him and is out of the range of his authority and control (Jeff & Betz, 2004).

2.6 Background of Research:

In an article titled spirituality, self-actualization and spiritual intelligence in work environment Saghar Vani & Ghayour Baghbani (2010) analyzed the concepts mentioned in title of the article pointing to the relationship between them. In an article titled studying factors affecting work conscience of the high school principals, Sarmad (2010) came to these conclusions indicating that: 1) there is a relation between organizational atmosphere of school, system of values, economic factors, principals' knowledge, human relationships and personality characteristics of managers with work conscience. 2) There was no relation between out-of-school factors and managers' work conscience. 3) There is no difference between votes of female and male managers about the impact of principals' knowledge, principals' personality characteristics, economic factors, human relationships and principals' system of values on their work conscience. In a research, Barati Ahmadabadi (2011) has studied the relation between organizational atmosphere and work conscience with occupational performance. He found out that work conscience makes influence on the individuals' occupational performance. In a research, Liaghatdar *et al* (2012) have examined effect and role of the factors influencing work conscience. Findings have shown that firstly socio-cultural factors and then individual, personality and family factors respectively have effect on work conscience. Likewise, from among demographic factors only gender factor had meaningful effect in the factors making influence on work conscience. In another research which has been conducted by Rahimi (2013) on institutionalization of work conscience with Islamic approach, commencement of institutionalization of work conscience considered after the establishment of fundamental values related to human in organization and in order to realize and fulfill work conscience in the organization, he proffers emotional-sentimental solutions such as creating sense of responsibility, sense of law orientation or legalism and

adherence to organizational commitments as well as behavioral solutions like using proper encouragement and punishment, allowing staff to participate, observing justice and effective use of group communications in organization. In their research titled “ work conscience relation with occupational performance “, Alirezaei *et al* (2014) concluded that there is a positive and meaningful relation between work conscience aspects (reliability and success-oriented) and occupational performance (task and area performance). Findings of Browns *et al* (2003) indicate that there is a relation between emotional intelligence and self-control factors with work conscience, decision-making process and organizational commitment. In their research Mckenna (2005) and Lambert *et al* (2005) reached this conclusion that there is an inverse relation between work conscience and staff’s absence hours. In compliance with the effect of socio-cultural factors, Nasbam (2006) believes that in his research social values which is caused by culture, politics, ethics and even economy have direct impact on work conscience and social justice. Furthermore, teachings and educations of society and official’s emphasis on punctuality and observing individual and collective rights ; namely promulgating work culture and work conscience are the issues influencing the growth of people’s work conscience. In a research named “ relation of personal values and schools values “, Laden *et al* (2007) came to this conclusion that there is a correlation between two groups of the mentioned values and this is an effective factor in increasing and developing the work conscience.

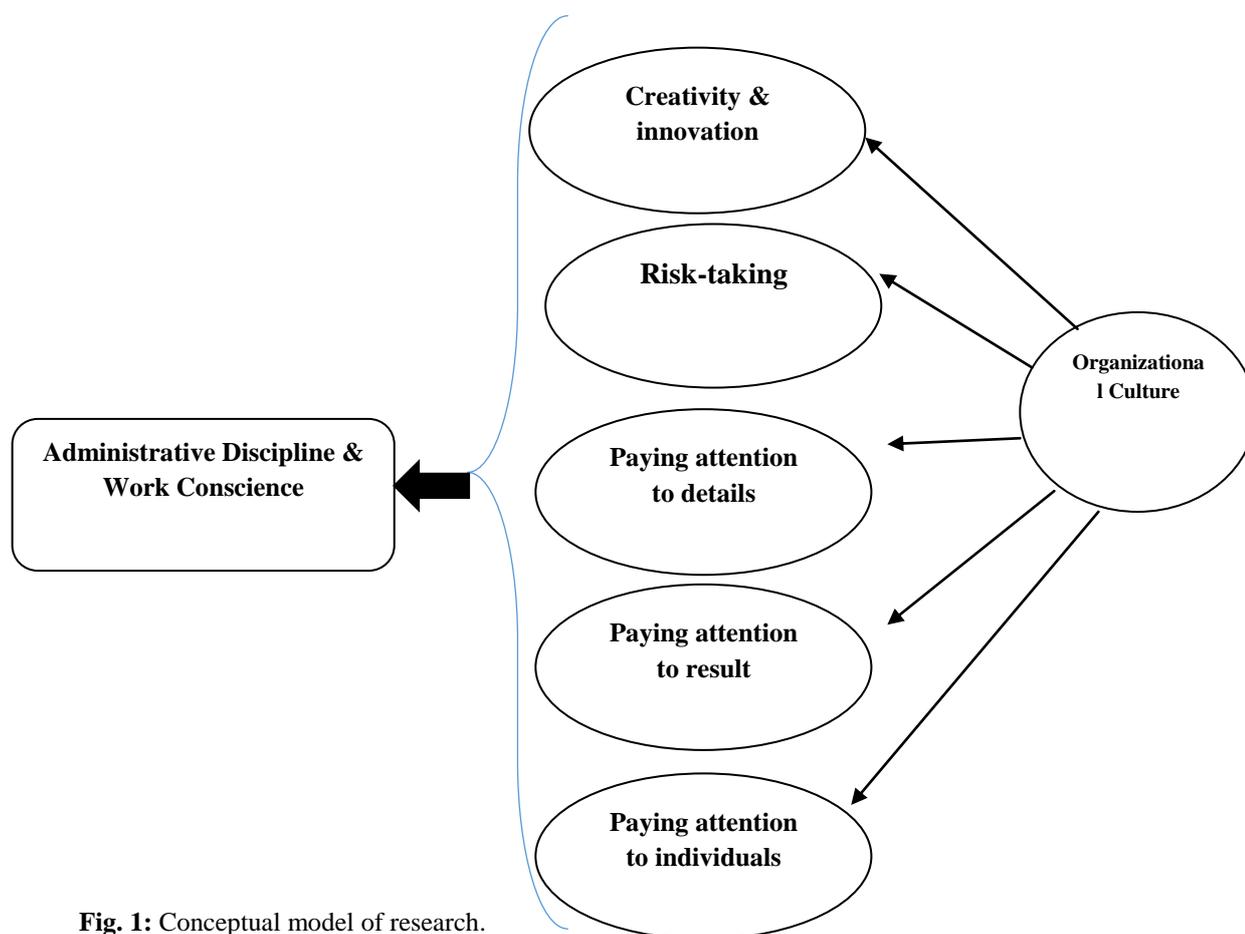


Fig. 1: Conceptual model of research.

2.6 Research Hypotheses:

2.6.1 Main Hypothesis:

Organizational culture has meaningful effect on administrative discipline and work conscience of the employees of Sistan and Baluchestan Governor Generalship

2.6.2 Subsidiary Hypotheses:

1-Components of organizational culture have meaningful impact on work conscience of the employees of Sistan and Baluchestan Governor Generalship.

2- Components of organizational culture have meaningful effect on administrative discipline of Sistan and Baluchestan Governor Generalship employees.

3. Methodology of Research:

Type of present research is practical based on objective and from the viewpoint of descriptive research method is of correlation type. Statistical population of this research consists of all employees working in Sistan and Baluchestan Governor Generalship including 350 persons and making use of Morgan's table for determining sample, number of statistical sample equals 180 individuals. Instrument for compiling the information includes a questionnaire consisting of 56 questions has been designed to examine and review organizational culture aspects making influence on administrative discipline and work conscience of the employees. Grading scale (very little, little, to some extent /slightly, to a great extent, too much) with grading range from 1 to 5 has been applied in this questionnaire for responding. Since the questionnaire used in research has been designed according to research background and experts and specialists' viewpoint, thus it enjoys content validity. Chronbach's Alpha method for 30 samples of questionnaire in the form of pretest has been used to calculate reliability of the questionnaire questions. General reliability of research was calculated and confirmed using Chronbach's Alpha method for organizational culture variables and work conscience and administrative discipline.

Table 1: Chronbach's Alpha coefficient of research variables.

| | | | |
|---------------------------|-----------------|------------------------|---------------------------------------|
| administrative discipline | work conscience | organizational culture | |
| 0.791 | 0.879 | 0.817 | Size of Chronbach's Alpha coefficient |

4. Findings of research:

Statistical tests such as correlation coefficient, regression and one-sample t-test have been used in this research to analyze data. SPSS19 statistical analysis software has been utilized to analyze the collected data.

4.1 Research Hypotheses Testing:

Main hypothesis:

Organizational culture has meaningful effect on administrative discipline and work conscience of the employees of Sistan and Baluchestan Governor Generalship.

Table 2: Model summary and regression coefficients related to the effect of organizational culture on staff's administrative discipline and work conscience.

| Common factors (Beta) | | Variables | ANOVA | | Model summary | | |
|-----------------------|-------|------------------------|-------|-------|----------------|-------|--|
| sig | Beta | | sig | F | R ² | R | |
| 0.000 | 1.69 | Constant | 0.000 | 63.7 | 0.70 | 0.841 | Effect of culture on administrative discipline |
| 0.000 | 0.841 | Organizational culture | | | | | |
| 0.000 | 1.78 | Constant | 0.000 | 41.56 | 0.38 | 0.641 | Effect of culture on work conscience |
| 0.000 | 0.641 | Organizational culture | | | | | |

With respect to Table 2 information, it can be said that for per unit change in organizational culture, administrative discipline changes up to $R^2 = 0.70$ or 70% percent indicating that independent variable in total has been able to explain 70% percent of independent variable variance effectively which with regard to the amount of **F** and significance level of model, there is a sign of organizational culture effectiveness on administrative discipline in Sistan and Baluchestan Governor Generalship. Besides, correlation intensity between organizational culture and work conscience is equal to 0.64 and coefficient of determination is equal to 0.36 indicating that 36% percent of work conscience is explained by organizational culture which with regard to significance level of the significance part of regression model, there is an indication of organizational culture effectiveness on staff's work conscience in Sistan and Baluchestan Governor Generalship.

First subsidiary hypothesis:

Components of organizational culture have meaningful impact on work conscience of the employees in Sistan and Baluchestan Governor Generalship.

According to Table 3 it can be stated that components of creativity and innovation, paying attention to members and result have positive and meaningful impact on work conscience of the employees in Sistan and Baluchestan Governor Generalship. Correlation intensity between independent variables and dependent variables of work conscience is equal to 0.736 which is indicative of positive correlation between the variables.

Second subsidiary hypothesis:

Components of organizational culture have meaningful impact on administrative discipline in Sistan and Baluchestan Governor Generalship.

Table 3: Table of Common factors in regression equation.

| sig | t | Standard common factors Beta | ANOVA | | Model Summary | | Variables |
|-------|-------|---------------------------------|---------|-------|----------------|-------|-----------------------------|
| | | | P-value | F | R ² | R | |
| 0.01 | 2.59 | | 0.000 | 29.98 | 0.542 | 0.736 | constant |
| 0.000 | 3.81 | - | | | | | Creativity & Innovation |
| 0.180 | 1.23 | 0.428 | | | | | Risk-taking |
| 0.000 | 4.292 | 0.16 | | | | | Paying attention to members |
| 0.04 | 2.44 | 0.521 | | | | | Paying attention to result |
| 0.264 | 1.124 | 0.282 | | | | | Paying attention to details |

Table 4: Table of Common factors in regression equation.

| sig | t | Standard common factors Beta | ANOVA | | Model Summary | | Variables |
|-------|-------|---------------------------------|---------|-------|----------------|-------|-----------------------------|
| | | | P-value | F | R ² | R | |
| 0.001 | 3.541 | - | 0.000 | 17.88 | 0.414 | 0.643 | constant |
| 0.04 | 2.44 | 0.282 | | | | | Creativity & Innovation |
| 0.042 | 2.40 | 0.265 | | | | | Risk-taking |
| 0.008 | 2.85 | 0.344 | | | | | Paying attention to members |
| 0.006 | 2.88 | 0.363 | | | | | Paying attention to result |
| 0.000 | 4.807 | 0.537 | | | | | Paying attention to details |

According to table 4, it can be mentioned that Components of organizational culture have meaningful impact on administrative discipline in Sistan and Baluchestan Governor Generalship. As it is evident, with regard to amount of B it can be said that paying attention to details and paying attention achievements or results have the most effect on administrative discipline. Moreover, correlation intensity between independent variables and dependent variables of administrative discipline equals 0.643 which is indicative of positive correlation between the variables.

5. Discussion & Conclusion:

Purpose of this research is to study and review role of organization culture in administrative discipline and staff's work conscience of Sistan and Baluchestan Governor Generalship. With respect to finding obtained from one-sample t- test, it can be concluded that with regard to the significance level of test culture status and components of creativity and innovation, paying attention to organization members and details is higher than intermediate level. But, regarding other components with respect to their significance level and theoretical and experimental average difference which is very trivial, it can be concluded that status of these variable is in intermediate level in Sistan and Baluchestan Governor Generalship. Likewise, status of work conscience and work discipline is rejected with regard to significance level of test of zero assumption and opposite assumption based on high status of work conscience and administrative discipline in organization is confirmed. There results with the outcome of research conducted by Zanjani Zadeh *et al* (2009) titled level of staff's organizational commitment and the factors influencing it by using the theories and viewpoints of Homens, Mazello and Adams concluded that level of work conscience and work discipline of employees is high having the most effect from among factors influencing organizational commitment. Armichel (1988), Robinson (1989) and Ralph (1984) believe that individuals' participation in organizations makes work conscience in those organizations rich and and fruitful leading to the individual's satisfaction. Results of Baluchestan show that 70% percent of changes of work conscience variable and 36% percent of administrative discipline changes are explained by organizational culture which is indicative of high impact of organizational culture on staff's work conscience and administrative discipline of the organization, that is with increase, improvement and development of culture throughout organization, it is possible to help the improvement of staff's work conscience in organization. Furthermore, results indicate that from among the components of organizational culture respectively components of paying attention to organization members and creativity and innovation as well as paying attention to result have the most impact on work conscience. On one hand, from among components of organizational culture respectively components of paying attention to details, paying attention to result and organization members and risk-taking as well as creativity and innovation have the greatest amount of effect on administrative discipline.

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