The Relationship between Organizational Culture Based on Hofstede Model and Personality Assassination among Educational Staff in Yasuj University of Medical Sciences in 2017

Najafi Doulatabad S (1)
Afrasiabifar A (2)
Zarei R (3)

(1) Medical surgical nursing, School of nursing and midwifery, Yasuj University of Medical Sciences, Yasuj, Iran. shahlaiss@yahoo.com
(2) PHD, Medical surgical nursing, school of nursing and midwifery, Yasuj University of Medical Sciences, Yasuj, Iran.
(3) Assistant professor of educational management, Marvdasht Branch, Islamic Azad University, Marvdasht Iran

Corresponding author:
Zarei R, Assistant professor of educational management,
Marvdasht Branch, Islamic Azad University, Marvdasht Iran
Email: zareiranm@gmail.com

Abstract

Background: Organizational assassination is an attempt to spoil the reputation of an individual. This practice involves disseminating misleading and exaggerated cases or dealing with facts in order to provide the wrong image of the person in question. The purpose of this study was to determine the relationship between organizational culture based on Hofstede model and personality assassination among educational staff of Yasuj University of Medical Sciences.

Materials and methods: The present research is a descriptive correlation study conducted in 2017. The research sample consisted of 100 employees of Yasuj University of Medical Sciences who were selected by purpose sampling. The data collection tool was Hofstede organizational culture questionnaire and Lehman personality assassination questionnaire.

Results: The results of the study showed that the mean age of the subjects was 38.3 ± 7.15 (range: 25-59 years). 42.0% were male and 58.0% were female. 82.0 percent were married and the rest were single. In terms of jobs, 73 percent of employees are non-faculty and 27 percent have been employed as faculty. Also, the findings showed that "avoidance of uncertainty" was the dominant organizational culture among Yasuj University of Medical Sciences teaching staff. In addition, the subscale of "avoiding uncertainty" culture with a subset of "communication threatening behavior" was positively correlated at 99.0% (p = 0.002), and there was no correlation between other organizational culture sub-scales with organizational subsidence (p> . 05).

Conclusion: According to the findings of this research, it is necessary to provide training on the consequences of the assassination of the personality of the workplace for all educational staff, including management, faculty members and staff.

Key words: organizational culture, personality assassination, Hofstede model.

Please cite this article as: Najafi Doulatabad S Afrasiabifar A ,Zarei R. The Relationship between Organizational Culture Based on Hofstede Model and Personality Assassination among Educational Staff in Yasuj University of Medical Sciences in 2017. World Family Medicine. 2017; (10):223-227.
DOI: 10.5742/MEWFM.2017.93165

Introduction

Organizations as the main pillar of the current community play a decisive role in meeting the expectations of communities, and human resources are the most valuable source for organizations. The physical and mental health of the workforce is one of the factors affecting productivity which, along with education, forms the two main axes of human capital (1). Several factors can affect the physical and mental health of employees and one of the possible factors involved in the stress of the organizational environment is the issue of assassination of the organizational personality. In recent years, research has focused on the field of organizational behavior by focusing on the study of a set of negative and destructive behaviors that act in the opposite direction to productive behaviors. The researchers tried to organize these behaviors in the form of one or more general concepts. The result of these efforts was to create the concept of diversion in the workplace or anti-production behaviors)2,3(. Occupational counter-productive behaviors are voluntary behaviors aimed at harming individuals within the organization or the organization itself(2), which are collectively referred to as personality assassinations. In fact, organizational assassination or organizational mobbishness is an attempt to spoil the reputation of an individual. This practice involves disseminating misleading and exaggerated cases or manipulating the facts in order to present an incorrect image of the target person. In fact, the assassination of a person is a form of defamation, which can include, in addition to the person, family, and surrounding people. The assassination of the person has a historical background and has historically been used as an alternative to the physical removal of individuals. In this way, people who are endangering the interests of the individual or another group are being attacked by them in order to isolate and defame them(4).

The results of some of the research have introduced organizational climate as one of the most important advances in organizational mistreatment (5), which is closely related to organizational culture. In fact, organizational culture is the concepts, commonalities and shared patterns that have been learned and accepted at the group level and institutionalized by the members of the organization(6), which shapes the behavior of managers and employees at all organizational levels and organizational capabilities(7). Many researchers have identified organizational culture as a key factor in the success of organizations. The organizational culture system is not readily apparent, but its organization is well known, and in organizations, the law of culture is stronger than any other law(8). Therefore, considering the importance of organizational culture in the phenomenon of organizational assassination and the impact that this can have on the productivity and effectiveness of human resources, as well as the great role of organizational culture at all organizational levels, it is necessary to determine the relationship between these two.

Also, due to the fact that in order to develop human health, mental health of human resources has a special importance and among them, universities as the important pillar of development of every country are of special importance. The present study aims to determine the relationship between Organizational Culture based on Hofstede Model and Personality assassination among educational staff in Yasuj University of Medical Sciences.

Materials and Methods

This research is a descriptive correlational study done on 100 employees of Yasuj University of Medical Sciences in 2017. The research environment of this research, the deputy of education affiliated to Yasuj University of Medical Sciences and its research community, was educational staff including staff and faculty members. The sampling method is available on a target-based basis. After obtaining permission from the Vice-Chancellor for Research in Yasuj University of Medical Sciences, firstly, staff who have criteria for entry into the study, such as having a bachelor's degree and above, having at least one year of work experience, and for each sample on how to conduct the research and the purpose for doing it they were given enough explanation, and if they were willing to participate in the research, they were given questionnaires. Data collection was done using two questionnaires. One of the questionnaires was Hofstede's organizational culture questionnaire, which has four dimensions including patriarchy versus femininity, individualism versus collectivism, avoidance of uncertainty and power distance. The questionnaire is based on a 5-point Likert scale (very low, very high), with a score of 1 to a very low option, and a score of 5 to a very high option. The questionnaire has 25 questions. The categorization of the answers of this questionnaire is such that the score of the phrases 1 to 9 is summed up and divided by the number 9 (MF). Score points 10 to 14 are grouped together and divided by number 5 (IC). The score obtained from questions 15 to 19 is also summed up and divided by number 5 (UA) and finally the score of the expressions is 20 to 25, and divided by number 6 (PD). The results of the questionnaire should also be interpreted. This means that if the score obtained from the MF is greater than 3, there is a patriarchal culture, and if it is less than 3, the female-dominated culture is dominant, and if there is 3, there is a balanced state.

Also, if the calculated score in the IC part is greater than 3, there is a collectivist culture. If the score is less than 3, the individualist culture exists and if the score is 3, there is a balanced cultural state. In addition, if the score obtained from UA (test) is greater than 3, the culture is avoiding uncertainty and if it is less than 3, a risk culture exists, and if there is a score of 3, the two cultures are in a balanced state. If the score obtained from PD is greater than 3, it indicates that the distribution of power in the community is unfair while the distribution of power takes a fair position if the score is less than 3. The score of 3 indicates an equilibrium between these two states.

The second questionnaire was the Lehman personality assassin's questionnaire, which has 45 questions and its responses are based on a Likert scale (very low, very high) with a score of 1(very low) until 5(very high). This scale consists of five categories, which means that questions 1-11 on "communication threatening behavior", questions 12-16 on "threatening social relationships," 17-31 questions refer to "behavioral threats to personal well-being, 32-40 questions" threatening job position "and Questions 41-45 refer to" threat to Physical Health "(9).

The reliability coefficients of this questionnaire were obtained by using alpha of Cronbach by Homayuni et al (2014) and Pinsif respectively of 0.96 and 0.90. Finally, the relationship between these two variables was analyzed by SPSS software using Spearman correlation coefficient, Chi-square and Kappa. Also, due to the fact that the organizational culture scores and corporate identity assassinations did not have normal distribution, the results of nonparametric tests have been reported.

Results

In the present study, the mean age of the subjects was 38.3 ± 5.7 (range: 25-59 years). 42% were male and 58% were female. 82 percent were married and the rest were single. In terms of jobs, 73 percent of employees are non-Faculty and 27 percent have been employed as Faculty. The results also indicated that 50% of faculty members had a female-dominated culture and 45% had male-dominated Farhag , and only 5% had a balanced culture. In addition, 44% of employees have a female-dominated culture and 42% have patriarchal culture and the rest of the culture has a balance.

87 percent of employees and 85 percent of faculty members had a collectivist culture, and 98% of staff and 95% of faculty members had the culture of "avoiding uncertainty". In the culture of power distribution, although 44% of employees believed that power distribution was fair, 45% of faculty believed that power distribution in the organization was unfair. Chi-square and Kappa statistical tests did not show a significant statistical difference between the dimensions of organizational culture and the employment status of educational staff of the University of Medical Sciences (p> 0.05). Also, the findings showed that in the subscales of organizational culture, only the subscale of "anxiety avoidance culture" with a subset of "communication threatening behavior" was positively correlated with 99% (p = 0.002) and among other subscales of organizational culture the subscale of organizational assassination was not correlated (p> .05). Other results are presented in Tables 1-4.

Table 1: Relationship between Dimensions of organizational culture and Employment Status of Educational Staff of Yasuj University of Medical Sciences

Organizational cultural dimensions	Job	Employee		Faculty		Chi-square test		
		Percent	Number	Percent	Number	Chi-square	Significance level	Kappa
MF	1	44	44	50	50	1.1	0.5	0.4
	2	13	13	5	5			
	3	43	43	45	45			
IC	1	7	7	10	10	0.2	0.9	0.7
	2	6	6	5	5			
	3	87	87	85	85			
PD	1	44	44	35	35	0.6	0.7	0.4
	2	15	15	20	20			
	3	41	41	45	45			
UA	1	2	2	5	5	0.5	0.4	0.4
	2	-	-	-	-			
	3	98	98	95	95			

The findings of the study show that the majority of men (61%) had male-dominated culture and, in contrast, 56% of women had a female-dominated culture. (Table 2 - next page). There is no significant correlation between gender and type of culture (P = 0.03). 87 percent of men, compared with 86 percent of women, had a collectivist culture (P = 0/7). 100% of women versus 93% of men have a culture of avoiding uncertainty and in terms of the culture of power distribution, 36% of men versus 47% of women have a fair distribution culture in organization and there is no significant correlation between gender and the three areas mentioned above in organizational culture (P> 0.05).

Table 2: Correlation between organizational culture and gender

Sex		Male		Female		Chi-square test		
		Percent	Number	Percent	Number	Chi-square	P- Value	Kappa
MF	1	32	32	56	56	7.1	0.03	0.3
	2	7	7	14	14			
	3	61	61	30	30			
IC	1	10	10	7	7	0.6	0.7	0.4
	2	3	3	7	7			
	3	87	87	86	86			
UA	1	6	6	-	-	0.2	2.8	0.09
	2	-	-	-	-			
	3	93	93	100	100			
PD	1	36	36	47	47	0.5	1.06	0.5
	2	16	16	16	16			
	3	48	3	37	37			

Table 3: Average grades of organizational culture according to gender

Sex		Mean	Standard deviation	Independent T-test	
				T	P- Value
MF	Male	3.1	0.7	2.3	0.02
	Female	2.7	0.7		
IC	Male	3.8	0.6	0.4	0.7
	Female	3.7	0.6		
UA	Male	4.2	0.8	-0.2	0.8
	Female	4.2	0.6		
PD	Male	3.1	0.7	0.08	0.9
	Female	3	0.6		

The findings of the table above show that there is no significant statistical difference between men and women in the mean scores of organizational culture areas except in the MF domain (P> 0.05).

Table 4: Average grades of organizational culture according to job

Job		Mean	Standard deviation	Independent T-test	
				T	P- Value
MF	Employee	2.9	0.7	0.4	0.6
	Faculty	2.8	0.7		
IC	Employee	3.6	0.5	0.1	0.9
	Faculty	3.7	0.6		
UA	Employee	4.2	0.6	-0.5	0.6
	Faculty	4.3	0.8		
PD	Employee	3.1	0.7	0.2	0.8
	Faculty	3	0.5		

The findings of the table above show that there was no significant difference in the mean scores of organizational culture among faculty members and regular staff (P> 0.05).

Discussion and Conclusion

According to the findings of this study, "avoidance of uncertainty" was the dominant organizational culture among the staff of Yasuj University of Medical Sciences. This culture was still evident and dominant even if academic staff members and staff are distinguished from each other. Rashedi et al. (2012) investigated the characteristics of organizational culture among academic members of Hamedan University of Medical Sciences using the Hofstede model. They concluded the culture of the university was a balanced culture with a desire for masculinity, collectivism culture, low-taking risk prone and a fairly balanced distribution of power (10).

Avoiding uncertainty demonstrates the level of acceptance and tolerance of environmental uncertainty and ambiguity in different societies. In the societies with a high level of uncertainty avoidance, people do not tend to get involved with environmental uncertainty and reduce the risk of unstructured situations. Also, the possibility of structuring the activities in the institutional and national level is high in this culture. It should be noted that there are more written rules and procedures in this culture and the managers and staff are less risk prone (11).

Considering a relatively centralized approach in the Medical Universities in Iran, the nature of medical disciplines and the sensitivity of these disciplines in terms of dealing with the health and lives of people, the culture of avoiding uncertainty is acceptable. So that, the prevalence of this organizational culture would request such written rules for these prevailing conditions.

Also, the subcategory of uncertainty avoidance culture was highly correlated with the subset of communication threatening behavior at 99 percent level based on the results of this study. The culture of avoiding uncertainty demonstrates the level of concern and anxiety of individuals about uncertain future in the community or organization. Therefore, as it could result in the communication threatening distance it is necessary to provide training on workplace mismanagement with all employees including managers and staff at all levels.

This training should include a definition of thuggery, signs and the impacts associated with thuggery. Employers should organize regular workshops on mobsters using skilled foreign-speakers. The training should also include specific exercises to prevent thuggery. The training for management level should include the development of skills to identifying employee's conflicts and finding active ways to eliminate maladministration. The primary alerting signs of the thuggery should be learnt in theses training sessions in order to help the supervisors at identifying the potentials for tampering situations (12).

References

1. Khairizadeh SH, Jerjerzadeh A, Basirat M.(2015). (An Analysis of the Role of Health in Promoting Labor Productivity in Developing Countries During the Period 1992-2012). First International Management Conference, Economics and Accounting and Educational Sciences.
2. Fox S, Spector PE, Miles D. Counterproductive work behavior (CWB) in response to job stressors and organizational justice: Some mediator and moderator tests for autonomy and emotions. Journal of Vocational Behavior 2001; 59: 221- 309.
3. Rotundo M, Sackett PR. The relative importance of task, citizenship, and counterproductive performance to global rating of job performance. Journal of Applied Psychology 2002; 87:66-80.
4. Haghshenas A. Principles of diplomacy and diplomatic practices, Tehran, Sena, 2011.
5. Homayooni A, Shaikh shabani EH. A review of some of the most important outcomes and outcomes of organizational mismanagement in the employees of the Bidboland Refinery Company. Thesis . Government - Ministry of Science, Research, Technology - Shahid Chamran University of Ahvaz - Faculty of Physical Education and Sport Sciences. 2013.
6. Schein Edgar H. Organizational culture and leadership. San Francisco: Jossey-Bass; 1992.
7. Rabinz A. Organizational Behavior Management. Translation by Mohammad Arabi and Ali Pasayian. Tehran. Office of Cultural Research.
8. Denison, D. R.; life, C. (2005). How family business culture is different published in Unconventional wisdom: Counterintuitive Insights for family business success. Edited by ward, J. L., Chichester, John Wiley and Sons.
9. Sahin B, Cetin M, Cimen M, Yildiran N.Assessment of Turkish junior male physicians' exposure to mobbing behavior. Corat Med J 2012;53:357-66.
10. Rashedi Vahid, Shams-Vala Safar, Heidari A. Organizational culture of Hamedan University of medical sciences based on Hofstede Model: Faculty perspective. Pa jouhan Journal. 2012.11(2).[In Persian].
11. Mehripoorguy A. A Comprehensive Model of Global Competitiveness. Iran privileges for Hofstede cultural indicators.2015. http://www.bsmo.ir.
12. Homayooni A, Hashemi E, Naami A, Beshlideh K. The relationship between organizational mobbing with chronic fatigue and workplace cognitive failures. Iran Occupational Health, Vol. 12, No. 2, June-July 2015.