Relationship Between Organizational Climate with Productivity and Performance by Mediation of Goal-Orientation of Oil and Gas Exploitation Company in South Zagros (Parsian Operational Area)

Nasrollah Kamali and Syed Ehsan Amirhosseini

Abstract

Two important variables affecting the performance and productivity is organizational climate and goal orientation. Therefore, this study aimed to assess the relationship between organizational climate and goal orientation with productivity and performance of employees of Parsian operational area. This is a descriptive-analytical and correlational research, which was conducted in 1393. So given that the research statistical population is 1,000 people the sample was estimated 278 people by Morgan Jersey Table. The sampling method is simple random sampling. The productivity questionnaire by Mac Gol and goal orientation questionnaire by Beten Kurt and organizational climate questionnaire by Layton and Stringer were used to collect the data needed for the study. The collected data were analyzed using SPSS 22 software; data analysis consisted of two parts. Cross section that the mean, standard deviation, frequency and percentage of frequency were used in this part and in the inferential part the Pearson correlation test was used to test the hypotheses and the linear regression models were used to predict the efficiency and performance of employees by using independent variables. The results showed a positive and significant relationship between organizational climate and productivity (r=0.622 and p=0.000), while there is no significant relationship between organizational climate and performance (r=0.043 and p=0.480). But goal orientation with the performance (r=0.293 and p=0.0001), and also with productivity (r=0.486 and p=0.0001) has a positive and significant relationship. The Linear regression analysis showed that both variables of organizational climate and goal orientation are effective in predicting the staff performance and productivity. But the results showed that the organizational climate has a greater share in predicting performance, and in predicting productivity the goal orientation has a greater share.

Introduction

Organizational climate is the structure of the organization and conditions governing in organization, including the selection and assignment of personnel and expertise, supervision, planning, organizing, benefits and bonuses system, Interpersonal relationships, rules and regulations governing the organization, assignment of responsibilities and support staff in the organization [1]. Describing organizational climate has been focused more on interpersonal aspects of the situation. Some authors have described it in detail. The degree of management support, attention to new employees or aggression between or within departments of organization. Some have defined organizational climate in a way that includes organizational restrictions and administrative paper, the degree of freedom of employees in decision making, reward type and its frequency, aggressive and risk, and the warmth and support [7]. Human efforts have always been focused on achieving the maximum results from minimum effort and resources. Today, productivity more than a criterion, is raised as a culture of attitude to life and work, and its promotion causes to development in the public sector. Productivity in the organization is considered as a determinant of wages, prices and other factors of production, and productivity ratios for management are used as a means to control the production process and it is also used as a criterion for...
comparing the performance of enterprises [12]. Given the diversity and increasing demands, competition considers as an important influencing factor. Organizations are not only interested to ensure their defense capabilities of policies, practices and procedures, but interest in diversity of management to ensure that employees achieve their full capabilities. Also organizations are interested to perform various management initiatives to create a supportive and maintenance environment for the various work force, and at the same time invest in the individual differences as a competitive advantage. Therefore It is more understandable always, that to create organizations that are effective with different personnel, organizational climate should be appropriate. According to review of literature, we can say that the creation of appropriate organizational climate, play an important role in creating and increasing productivity in organizations. Most of the documentary sources have been focused on the features and effective functions of organizational climate on productivity increase, that mentioned factors are achieved by identifying and consistency of a constructive atmosphere and environment. Definitions and interpretations of the term productivity are varied. Contzt has interpreted productivity as the sum of efficiency and effectiveness. In another document, the productivity is considered equivalent to parameters such as efficiency, effectiveness, profitability, innovation, quality, culture, quality of work life, and like it [15]. Since each of the different scientific fields have certain interpretations and definitions of the terms productivity, in the view of managers, the efficiency with respect to the roles, knowledge and skills of employees, subordinates and conditions work in which is different with others. In a world where the economy is influenced by political and technological issues, the challenge that managers and policy-makers facing in developing countries (including Iran) due to resources constraints, dynamic environment, intense global competition and technological backwardness, is to deal with acquisition of environmental capabilities more intelligently and informed. In general we can say that most comprehensive insights provided on the productivity belonging to managers. In managers’ view, the productivity included all organizational aspects which are important in its effective function. In this view, the productivity is equal to efficiency, effectiveness, quality of products, stakeholder satisfaction and the like. It is noteworthy that given to several concepts have been proposed in the definition of productivity, but it seems difficult to determine accepted indicators in measuring productivity, particularly in public services (administrative and social). Some do not know the incentive to achieve higher productivity only as economic and technical status of organizations, broadening the gap between the sale price and marginal cost and earn more profits, but the main goal of productivity is to reduce the sale price, increase the purchasing power of salaried staff, improve living standards and accelerate the development of social. Productivity first time presented in a paper by American Kiumsn in 1766 AD, and, Liter used it in an article entitled “The interest in producing” at the 1883 AD [6]. Organization for Economic Cooperation in Europe knows Productivity as the parameters which are obtained from dividing output to one of the factors of production. A technical definition of simple Productivity which is solely the relationship between the output of goods and services, or a combination of goods and services to one or more data are used to produce outputs. Today, productivity is not considered equal to increasing the production or increasing efficiency, but the productivity is known equal to the sum of effectiveness and efficiency. That the effectiveness is doing the right things and efficiency is doing the things right. Achieving the goals of the organization is closely associated with the two words. On the other hand, by thinking on organizational climate, we knew how employees understand the complex environments through the development of attitudes and general concepts. According to the definition of organizational climate, the organizational climate can be considered as employees’ perceptions of events, actions, methods and organizational behaviors. In fact the process of identifying organizational climate suggests that how independent individuals within the organizations see unknown issues and challenges and make a new framework of tools and goals to use them. Organizational Climate is a set of states, properties or characteristics of an organization which make it warm, cool, reliable, unreliable, fear-inducing or reassuring, facilitating or inhibiting, and are caused by factors such as job satisfaction, personality, behavior, experiences, type of management, organizational culture, morale, motivation, structure, technology, etc. and distinguish two same organizations from each other. Referring to the topic, it is not difficult to conclude that decisions related to productivity can never specify the maximum use of scarce resources by using available known tools and targets, but it is necessary to take advantage of unknown and unused opportunities by recognizing the surrounding environment and ultimately the ruling organizational climate. Goal orientation refers to the readiness of individual to grow and develop their abilities in a progress-oriented environment. This structure is rooted in the history of research areas of educational psychology and child growth. More theories in these areas have been affected by the theory of achievement motivation. However, researches over the past decade suggest that experts and researchers in the field of psychology and organizational behavior had a substantial interest to this structure. For example in the early 1990s, Farr, Hoffman and Ryngn Bach suggest that researchers enter goal orientation on their researches to better understand the targeting antecedents, feedback of performance and innovations and work roles. In this regard, several researchers were examined the impact of goal orientation on feedback-seeking behavior, self-regulation performance (e.g. effort, goal setting, self-efficacy) and respond to the function feedbacks, and yet many researches are still investigating the effect of targeting on innovative behavior related to the work roles.
One of the main goals of any organization is to achieve Productivity. Productivity shows quality and quantity of the purposes of the organization, and mainly can be expressed in the areas of human, material and energy. Recent studies don’t indicate a good number of these components and its improvement is on the top of organization's programs. To reach the goal, there is no way but appealing to a systematic, native and applied perspective. In recent decade the impressive successes of organizations with minimum facilities on the one hand and failures of organizations with the material ability on the other hand, reflects the significant role of non-material and spiritual factors in their success and organizational culture as an effective factor has a prominent role in the organization performance. According to Davenport, the current solution for moving from the difficult aspects to soft components is to enhance organizational productivity. Of course the organization does not achieve its ultimate goal only by inter-organizational factors such as work culture, organizational culture, right selection of employees, employee motivation, mental health, and effective leadership and other factors, but these factors should be considered in a systematic form.

Culture in an organization is as the character of a man. Basic assumptions, beliefs, norms and values as the principles of the culture of an organization, form the foundation of its existence and identify the distinction between good and bad. Organizational culture has been proposed as a key factor in shaping it and it has a great impact on the organizational structure and design. Internal and external environment of the organization, technology and human resources and, most importantly, productivity and organizational strategy. The culture specifies Dos and Don'ts, and forms the behavioral format of organization. Despite a strong and cohesive culture, people learn more about the goals and strategies of the organization and also have sense of responsibility to the values and norms, and a sense of satisfaction from their work. This, along with strong management, improved morale, motivation, organizational performance and productivity of the employees. The rich culture of the organization as an energy and rich power leads organization by efficient manpower, gives same perceptions to the goals of the organization, creates a strong incentive for people and makes ethics and spirituality systematic in the environment, so that some researchers believe a culture that the authority and dignity of the people is worth to it, boost the morale and job performance.

Researchers have shown that there is a positive correlation between culture and maintenance of human resources, and this correlation can cause to labor productivity. Many researches and studies have been conducted in the field of organizational culture in different organizations. Some of them include: Bulls on the impact of organizational culture on the success of the students for entering the university, Holmes and Stern on identifying the factors affecting the staff perceptions of the organizational culture of organization, Patrick on examining the relationship between manufacturer Transformational and Cultural Leadership in the organization, O'Neill in the field of the use of organizational culture and structure to guide the strategic behavior of staff, Strasser et al on the effect of Culture of Hospital on rehabilitation of research and development, Gifford on the relationship between the culture of various departments of the hospital and the nurses in the departments, Zahedi on the relationship between organizational culture and efficiency of insurance companies, Tajik on investigation of the organizational culture and its impact on organizational effectiveness, Daraei on evaluation and determination of organizational culture of Tarbiat Modarres University, Ebrahimi in the field of culture and its relationship with the productivity of employees in Sanat va Madan Bank, Faraji on the relationship between organizational culture and Job conscience of Telecommunication Employees, Mohsen Beigi on evaluation of organizational culture from the perspective of teaching hospital staff, Mohammad on organizational culture with job motivation of employees in education, Zare on the relationship between organizational culture and maintenance of Human Resources Specialist, Gholami on investigation of organizational culture in job motivation and job burnout of consultants and Danaei on investigation of the relationship between organizational culture and style of decision maker (effective) and presentation of an optimum model. Also, some studies have shown that the stronger and more strength culture increases labor productivity and performance while some of studies describe the impact of culture on performance and productivity vague and complex.

National Iranian Oil Products Distribution Company is one of the most important organization to provide the services and given to change of the current approach for the promotion, development and improvement of the organization considering the sustainable utilization of software and hardware approach; therefore, by use of all available resources and take advantage of the scientific, research and knowledge potentials of its staff and implementation of great efficiency management project in the company intends to pave the path of developments and major changes on its way and to lead itself to the most efficient and most effective regional and international organizations.

Methods:

The study objectively is an applied one. Applied research results should be applicable. On the other hand in terms of nature and method is a descriptive-survey research. In these researches, the researcher describes the nature of the research question, in terms of the nature and method is descriptive (non-experimental), respectively. This study examines the relationship between dimensions and components of the conceptual model. So it could be a correlation into account. And data gathering tools through which the researcher can
To investigate the relationship between organizational climate and employee performance the Pearson correlation test was used. As Table 2 shows, the significant of these two variables is greater than 0.05. So the first hypothesis of this study that there is a significant relationship between organizational climate and employee productivity is confirmed.

To determine the relationship between variables, the Pearson's correlation coefficient was used. Also the pattern of Davis (1971) was used to describe the correlation between variables. According to this pattern, the correlation can be described as follows [15].

- Partial correlation=0/01- 0/09
- Low correlation=0/01- 0/29
- Moderate correlation=0/3- 0/49
- High correlation=0/5- 0/69
- Very high correlation=0/7- 0/99
- Full solidarity=1

There is a significant relationship between organizational climate and productivity of employees of Parsian Oil Company in Lamerd that the number of the employees of Parsian Oil Company in Lamerd was 1000. According to the table of Jersey and Morgan the sample size was estimated 278 patients. Random sampling method was used in this study.

Research findings:

To achieve the goals, the inferential statistics such as Pearson correlation coefficient used between the independent and dependent variables (performance and productivity of employees) that the results are presented below.

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<table>
<thead>
<tr>
<th>Variable</th>
<th>Significance level (p)</th>
<th>Correlation coefficient (r)</th>
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<tr>
<td>Organizational climate</td>
<td>0.0001</td>
<td>0.622</td>
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<td>Performance</td>
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Source: Research results **: significant at the 99% level * Significant at 95% level, ns: No significant

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<table>
<thead>
<tr>
<th>Variable</th>
<th>Significance level (p)</th>
<th>Correlation coefficient (r)</th>
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<tr>
<td>Climate and performance</td>
<td>0.0480</td>
<td>0.043 **</td>
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<tr>
<td>Performance</td>
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<td></td>
</tr>
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</table>

Source: Research results **: significant at the 99% level * Significant at 95% level, ns: No significant
There is a significant relationship between goal orientation and performance of employees of Parsian operational area:

To examine the relationship between the variable of goal orientation and employee performance, the Pearson correlation coefficient was used. As Table 3 shows, the significance level is less than 0.01 so given that the Pearson correlation coefficient has a positive sign so there is a direct correlation between goal orientation and employee performance also the correlation between two variables is described at a low level (r=0.293 and p=0.0001). This means that with an increase in the goal orientation the employee performance also increases and by reducing the goal orientation the employee performance is reduced. Therefore this hypothesis that there is a significant relationship between goal orientation and employee performance is confirmed.

**Table 3:**

<table>
<thead>
<tr>
<th>Describe the relationship</th>
<th>Significance level (p)</th>
<th>correlation coefficient (r)</th>
<th>Variable</th>
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<tbody>
<tr>
<td>Low</td>
<td>0.0001</td>
<td>0.293</td>
<td>goal orientation and performance</td>
</tr>
</tbody>
</table>

Source: Research results **: significant at the 99% level * Significant at 95% level, ns: No significant

There is a significant relationship between goal orientation and productivity of employees of Parsian operational area:

To examine the relationship between goal orientation and employee productivity variables, the Pearson’s correlation coefficient was used. As Table 4 shows, the relationship between goal orientation and employee productivity due to the significant level and the Pearson correlation coefficient sign is positive and significant at 99% level and their relationship has been described at a moderate level (r=0.486 and p=0.0001). This result suggests that the increase in goal orientation, the employee productivity increases and by decreasing it, the employee productivity decreases. Thus the hypothesis based on the goal orientation and employee productivity is confirmed.

**Table 4:**

<table>
<thead>
<tr>
<th>Describe the relationship</th>
<th>Significance level (p)</th>
<th>correlation coefficient (r)</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moderate</td>
<td>0.0001</td>
<td>0.486</td>
<td>goal orientation and productivity</td>
</tr>
</tbody>
</table>

Source: Research results **: significant at the 99% level * Significant at 95% level, ns: No significant

Examine the effect of organizational climate and goal orientation on performance and productivity of employees:

**The effect of organizational climate on performance:**

In order to explain the structures affecting the performance of the employees of oil and gas Exploitation Company in South Zagros (Parsian operational area) the simultaneous multiple regression analysis (Enter) is used. Table 5 shows the details of this analysis.

As Table 5 shows, the independent variables are: (1) Organizational climate (X1) and (2) the goal-orientation (X2)

**Table 5:**

<table>
<thead>
<tr>
<th></th>
<th>P</th>
<th>T</th>
<th>Beta</th>
<th>B</th>
<th>variables</th>
</tr>
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<tbody>
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<td>0/0001</td>
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<td>-</td>
<td>0/243</td>
<td>0/512</td>
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<td>5/96</td>
<td>-</td>
<td>0/213</td>
<td>-0/197</td>
<td>goal-orientation</td>
</tr>
<tr>
<td>0/003</td>
<td>-3/004</td>
<td>-</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The dependent variable of the study is the performance of the employees.

The calculated F-value at 99% level (sig=0.00001 and F=1798) represents that the regression model is significant. In this model, both variables of organizational climate and goal orientation have a significant effect on predicting the performance of employees. The results showed that Organizational climate (X1) has a greater share in predicting employee performance and goal orientation (X2) is significant in predicting rate of changes of the dependent variable (employee performance).

**The effect of independent variables on productivity:**

In order to explain the structures affecting the productivity of the employees of oil and gas Exploitation Company in South Zagros (Parsian operational area) the simultaneous multiple regression analysis (Enter) is used. The table shows the details of this analysis.

As Table shows, the independent variables are: (1) Organizational climate (X1) and (2) the goal-orientation (X2)
The dependent variable of the study is the productivity of the employees. The calculated F-value at 99% level (sig=0/0001 and F=91/96) represents that the regression model is significant. In this model, both variables of organizational climate and goal orientation have a significant effect on predicting the productivity of employees. The results showed that goal orientation (X2) has a greater share in predicting employee performance and Organizational climate (X1) is significant in predicting rate of changes of the dependent variable (employee productivity).

The most important step in any research study is the discussion and conclusions. It is evident that research in any field has a specific purpose and motivation, but what is important is its result and achievement that can be applied and come to realize. In fact, science produces in this step. In addition, the findings and recommendations are important to make research applied, are quite effective in creating and strengthening the motivation of researchers and also paving the way of studies and researches. Given the importance of staff performance in each organization for its directors, in this chapter, at first a summary of the results is expressed. Then discussion and conclusions of the study continue and finally the recommendations of the study are presented to managers and researchers.

**Discussion and Conclusion:**

The results suggest that the relationship between organizational climate and employee productivity of Parsian operational area was significant at 99% level and high correlation was assessed. So we can say that this hypothesis is confirmed. The result of testing the hypothesis showed that the increase in organizational climate will increase employee productivity and by reducing organizational climate, the productivity decreases. Therefore, this hypothesis is confirmed. This hypothesis results is consistent with the results of Ali Khani Moretti and Mousavi. Given the high level of organizational climate reflects the specific tasks, the appropriate relationship between employee, satisfaction of rights and tasks assigned and the importance of role and objectives of the organization to the employees and generally employee motivation increases and further appropriate administrative procedure will increase employee productivity. Organizational climate as a concept is an issue that sparked the most controversy and those who are interested in this concept know Organizational climate as a set of descriptive and non-value perceptions of organization's properties such as leadership, organizational policies, employment and job characteristics, and so on. Since Organizational climate can effect on behaviors and job attitudes, it is an independent variable. Also Organizational climate causes to the satisfaction of employees because is directly linked with staff support. Staff productivity is of factors related to the human resources which is very important to managers because the productivity of employees finally will increase performance of organization. Organizational climate is among independent variables affecting the productivity of the employees. Improving Organizational climate as a result of the correct leadership, setting goals, planning etc. determine a vision for the future of organization that finally increase the productivity of the employees.

Research suggests that the relationship between organizational climate and employee performance of Parsian area is not significant. Thus, changes in the Organizational climate do not change the employee's performance. So this hypothesis is rejected unlike the first hypothesis. The hypothesis results are different with the Litwin and Stringer. In the study, it was expected that by increasing Organizational climate, employee performance increase but since the circumstances in each community is not different so a significant correlation was not observed between the staff of Parsian operational area. As the first hypothesis of the study was explained according to the definition and aspects of Organizational climate, it can effect on performance. In this study the employee performance did not influence by Organizational climate.

The results suggest that the relationship between goal orientation and employee performance of Parsian operational area is significant at 99% level and a low level of correlation was assessed. The result of testing the hypothesis showed that by increasing goal orientation, staff performance also increases and by reducing the goal orientation, performance decreases. This hypothesis is confirmed as the first hypothesis of the study. The hypothesis results agree with the results of Astyrz. Since increasing the goal orientation ultimately causes to the satisfaction of staff and employees are optimistic about the future causes to increase the performance and productivity of employees. Noorbakhsh indicated that there is a significant positive relationship between goal orientation and external motivations of individuals. Increasing motivation in employees through goal orientation resulting in more effort thus Staff job would be done well and productivity increases.
The results showed that there was a significant positive correlation between goal orientation and productivity. Correlation between goal orientation and staff productivity was assessed at the intermediate level. Thus, with increasing goal orientation, employee productivity increases and by decreasing goal orientation, employee productivity reduces. Therefore, this hypothesis is confirmed. The hypothesis results are consistent with the results of Vittersyon. Since goal orientation lead to be hopeful for the future, motivation among staff increases and in fact staff imagines a good future for their job and role in the company so, in the end it leads to the improvement in staff performance. On the one hand, since goal orientation increases employees’ effort and motivates people, people trying to upgrade their ability and expertise. In most cases, employees acquire education and expertise to achieve their goals. They try to increase their abilities and skills in every possible way. Increasing skills will enhance their performance.

Multiple regression analysis showed that the two independent variable of climate and goal orientation at the same time impact on performance and productivity of employees. In general, the independent variables increase the productivity and performance. Organizational climate is more important in explaining and predicting employee performance and goal orientation is more important in explaining and predicting the productivity. Results of this test confirm the research hypothesis much that has been performed by the Pearson correlation. So we can say that Organizational climate and goal orientation affect the productivity and performance of employees.

The overall aim of the present study was to investigate the impact of Organizational climate and goal orientation on productivity and performance of the employees of Parsian operational area, and to provide effective solutions to improve and promote performance and productivity of employees of Parsian operational area. The result of this study showed that among the four hypotheses of this research, three hypotheses were confirmed. Three correlations between Organizational climate and productivity, goal orientation and productivity, goal orientation and performance showed a significant positive correlation. Therefore by increasing Organizational climate, the performance increases and by increasing Organizational climate and goal orientation, the productivity increases. So we can improve employee productivity and performance of the company by increasing Organizational climate and goal orientation. Also the multiple linear regression analysis showed that both independent variables are effective in predicting the productivity and performance of employees. In general, given the significance of both models and the standardized regression coefficients (beta), Organizational climate is more important in predicting the performance, and goal orientation is more important in predicting the productivity.

Research Proposals:
1. It is recommended to compare the official, contractual and contract personnel in terms of their performance and impact of the Organizational climate and goal orientation on it, in future research.
2. It is recommended to compare the official, contractual and contract personnel in terms of their productivity and impact of the Organizational climate and goal orientation on it, in future research.
3. It is recommended that in a research to evaluate and compare the performance of managers, assistants, and technicians and other employees.
4. It is suggested that in future researches to examine the relationship of the performance of company's staff and the level of education and relevance of education with jobs.

REFERENCES