



Appropriate organizational culture: from theory to practice

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ABSTRACT

Today, for motivation, good behavior, to achieve organizational goals and increase labor productivity, managers of high levels of new strategies and efficient use of these strategies, creating a favorable organizational culture in order to conduct human behavior in organization and management of ideas in society is an organization of consumer goods and services. This article discusses the different definitions of organizational culture experts in the field of management, different models of culture, power and functionality desired organizational culture (a culture of quality) are examined.

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Introduction

In the past, the complex structure Azmany systems and corporate planning has shown that static methods, response time does not change. "Corporate culture" is one the most recent literature in terms of management thinkers and scholars in recent years much attention has been managed. Decade, the emphasis over the emergence and growth of its new technology and the transformation of its being raised paradigm and new perspective in the world of had industrial organization. To the efficiency and effectiveness in today's complex world, to learn to identify and change in, it's suit to have their make a serious rush. It is imperative that organizations be affected by this action transform itself to meet changing needs and circumstances are ready clear mission and his fulfill a new government. Categories such as information and communication technology, globalization and how to deal with it, the demographic changes, containing education, the explosion of knowledge, moral crises, transformation of social expectations and the emergence of competitors, fundamental changes in the labor market and some of these type, the recovery and reconstruction organization reveals. And accordingly they must pay to the new environment and making the bed more than anything to change text to stay still to accomplish this, the corporate culture has element of what is? So they can fulfill their mission. What is considered a step in this direction and this article attempts to explain the dimensions. Organizational culture and effectiveness in organizations provide a suitable model according to their mission. To create a dynamic environment that will pave the way to achieve your goal.

He Qi, Peters and water in the bestselling books (In search of perfection) insist on the importance of organizational culture as a condition for successful organization have researcher believe that the organizational culture of the organization's

culture is like comparing a person's character. And believe that to create a community development should be explored in the context of their personality. Organizational culture need to be researched. Given the various definitions that have been made about organizational culture, can be said: Organizational culture as a set of values, beliefs, assumptions and norms governing the common organization refers. Excellence management, selection and socialization practices, factors that make up organizational culture and the general process of creating and maintaining organizational culture is derived from the organization's founders. So, that philosophy on employee selection indicators affect organizational culture due to the nature of the strong influence behavior and performance of the organization's members have strong. Organizational culture, which has close links with popular culture in society. Is an important factor in shaping organizational behavior and plays an important role in creating change undesirable behavior and stabilize the desired organizational behavior has organizational culture in the form of a set of shared beliefs and values that affect behavior and thoughts of members and organizations.

Definitions of corporate organizational culture:

A lot of collaborative learning is a shared history from the perspective of management experts and the pattern and evolution of structural strength and organization (Shine, 1997). Organizational culture, including default, norms and tangible signs of the components and there is behavior. (Carter & Mac namara) a sense of identity will inject within the organization members, and makes a commitment to the people there is something that is nothing more than an individual's personal resources. (Robins)

General pattern of behavior, as joint and collective beliefs and values that must members and partner organizations are involved it

For understanding the culture, organization, should be close enough to the right. We find that cultural blocked and so we can get away from it, all its aspects and to understand the sense of like watching a foreign gray.

Many scholars of the cultural management practices, customs, ideas and beliefs have a common definition of a community. And has the following features:

- 1-Culture is learned. Cultural trait is innate and instinctive.
- 2-Culture is learned. Humans can't pass on their learned habits.
- 3-Culture is a social and cultural habits, social roots.
- 4-Culture and the idea that mental phenomenon.
- 5-Culture is pleased. Cultural elements as long as the people who give the ultimate satisfaction of a society can remain stable.
- 6-The culture will adapt to the culture. Culture is transformed and the transformation process is associated with the implementation and compliance.
- 7-Culture is the only mechanism that tends to have elements of each culture integrated and woven together to create and adapt to the body.

Organizational have personalities just like people with special attributes such as: Dry, caring, warmth, innovation or wary of being identified.

Organizational culture, the phenomenon is not tangible and not easily iden Iceberg is really the only obvious peaktitable, but in fact it represents the real-life members of the organization.

All agreed culture:

- 1-Overall total is greater than its parts.
- 2-Reflects the organization's history.
- 3-To study anthropology and institutions such as customs is concerned.
- 4-Formed is by people who have formed an organization.
- 5-Motion, and it is difficult.
- 6-Difficult are to change.

All scholars of organizational culture as a set of values, beliefs, opinions, assumptions, and shared norms that govern the learning organization culture.

As a phenomenon it really is what thought to new members and come forward and felt the unwritten part of the organization.

- 1-Organizational culture to give employees a corporate identity.
- 2-Facilitates the group's commitment to corporate culture.
- 3-Organizational culture encourages social stability.
- 4-Organizational culture helps to shape employee behavior.
- 5-Tasks and organizational culture affects on performance management.

Classification of organizational culture:

Culture of contingency 1

Contingency model based on two types of mechanical and organic culture is perceived with the following features. The mechanical culture, beliefs shared by the formal structure formal rules, regulations, procedures, and standard practices commonly shared beliefs on non-formal structure and more emphasis on result and performance and not the means and tools.

Culture compatibility 2

This type of culture that has great flexibility while forming a strategic emphasis on the external environment. Many organizations need the flexibility of using and changes in the needs of the customer or client moves organization in the discovery, inter peretation and translation in the form of environmental symbols to support new behaviors.

This type of organization should respond to the environmental needs of its rapidly accelerating structure to make any adjustments. And new requirements will operate smoothly.

Culture mission 3

In this type of organization to the external environment, but not to change the culture is the mission of your organization based on a common vision to make goals a face of accelerating. Primary reliance on forward-looking strategic direction and achieve the ambitious goal is distant.

A collaborative culture

The emphasis of this culture of engagement and participation of employees in regard to things.

External environment is changing and accelerating power of culture. The power of culture and its influence organizational behavior, organizational culture, the membership organization committed to the values prevailing within the organization and outside the organization, there are several factors mount of power and authority can be identified based on two very important criteria: that affect the organization and the amount of power it will determine the strength and weaknesses. Some of this factors include: the size and extent of organization, number of combined human resources, organizational development and dynamic over time, the rate of change of personal and management. (WALTON JOHN:1999)

Organizations in terms of cultural power are distinct from each other:

- 1-Organizations that are members of organizations with strong cultures, values and basic assumptions and the faithfull.
- 2-Organization that are in the general agreement with a weak culture and sense of commitment among organization members is lower than.

Although all organizations have cultures, but they all have an equal impact on the staff of the culture is strong and positive which will increase employee job satisfaction studies have shown that experts. There is a strong and positive culture in organization is a necessity to achieve excellence and innovation. This culture is considered a weak culture. And lead to chaos in the organization and organizational performance and productivity will suffer damage.

Factors affecting organizational culture

Given the breadth of issues related to culture, numerous factors can be introduced any way affect an organization's culture in a society. The major factors include:

Climatic conditions prevailing system of religion on society's location (Micro and Macro level) or any of the above factors in creating and strengthening cultural development is effectively. Factors in each of these factors in the creation and strengthening of historical or cultural development is effectively. Another factor that has an impact on organizational culture, organizational culture should be noted that the bilateral relationship with culture is a delicate. Although each organization brings its own particular culture and the culture differences are other organizations. Meaning of culture and education organization that is made within the organization but always the process of social and historical impact of mass culture and are impressionable. Impact on organizational culture and organizational culture also have their impact on the community.

The role of culture 3

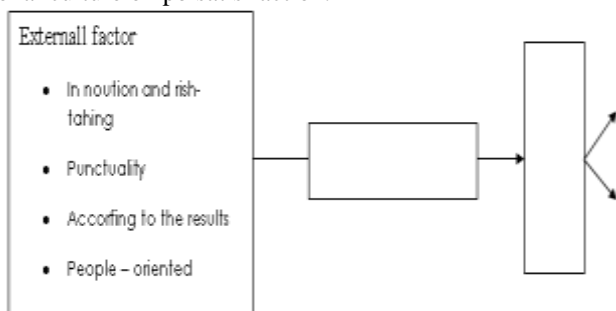
Plays different roles in an organization's culture has a variety of tasks and responsibilities include:

Corporate culture to corporate employees, corporate culture makes it easy to make a commitment. Organizational culture helps to shape corporate culture on employee behavior. Organizational culture on performance management functions and stabilizing influence in the way of motivation (strength and encouragement).

The relationship between organizational culture and job satisfaction and performance

Individual differences, but this correlation function is said to be outlined. For example, the organizational culture that focuses on individual tasks supervision and control is much more several and people are rated according to their success. Rules and regulation so that it can substitute for the official control of the organization to act. Mind and soul as the body that controls the culture and that makes people feel better about the unique work they do, extent of their commitment is strong - cultural beliefs and values – reduces the organization’s members about the status and location, and causes it to have full consensus. But the culture of the organizations that they are weak and poor people with little commitment to the organization’s values will be. Values – based management approach is to implement organizational change so that strategic decisions.

The following figure shows how the influence of organizational culture on job satisfaction.



Model of organization culture:

1-Mechanical model – organic:

Many scholars have commented on this model and it has been described in various books. Based on this model due to environmental factors is crucial. This is how simple or complex environmental conditions and the rate of change is fast or slow. Lead to the emergence of four styles of management and organizational is also a slight difference the whole model could be derived below.

Simplify the complenity of the envirojment

Uncertainty percieied moderate
Environment :tad few elements ib there that are similar and in a
Process of continuous change.
Elements: alow complenity, low formalization centralizad
Csimple and unstable systems

Compleu	The low static environment
Uncertainties in undering the high level	Oncertainty in the lower rack
Envioiment: there are numerous elements in the environment that are similar acontinuous trams formation process	The number of elements that are essentially limited to fixed and non.
Structure, alow complexity, low formalization and decentrali atian	Structure. High complexity , high formalization and decentralization
Corganic systems	Mechanical model organic (Robbins-1998-P-188)

Brenner’s theory and were expensive to began with Stacker study English and Scottish company twenty two distinct structures (mechanical and organic) were introduced. Most effective in terms of their structure, which structure their compliance with the requirements of the environment. Mechanical structure in stable and secure environment and organic structures in a turbulent environment variable is used. (Robbins, organization theory 180) “Emery and Torbat’ with more complex ideas with a model that identifies four types of are environment:

1-Fixed the non-related components.

2-Fixed environment together with associated components.

3-The response variable.

4-Environments with highly variable elements (Robbins 2007, Organizational Theory 182)

Continued (Albeit Lawrence Rash) from Howard University in the research environment of constant and complex organization concluded that the turbulent environment, is faced with complex and varied. It is the separation between sub-units. If the external environment and internal environment of very diverse organization is of high resolution. Units within the organization for which they do not move in a different mechanism for internal integration is necessary. (Robbins, 2007)

Charles Henry Model:

Although theory of Charles Henry (clover organization) know about this research in the field of culture, undoubtedly an important resource management are based Hindi studies on Harrison (organizational – ideology) was brought into operation and was brought into operation and organizational culture into four categories:

Model that combines the ideas of all those career in mechanical and organic view of organization have zhare. Richard rinsing well in his book the model identifies four categories of organizational culture (organizational culture, and stable mechanical) is used.

1-Power – oriented culture – the competitive (and non accountable to the profession)

2-The employee – oriented culture – consensus (denial management control)

3-Task – oriented culture – focused on the competence and dynamism.

4-The role of culture – oriented – focused on the legitimacy of low and bureaucracy, the division and developed a new model to its ideology and organization, called on the organization culture. Hindi, four types of organizational culture.

1-The power of culture: That culture is a central power source that will power. Rules and procedures are limited and competitive organizational climate, and political power is oriented.

2-The role of culture: It by works and in accordance with procedures and rules and rule or job description is by controlled and importance of a person who is doing it and sai swim in four types of Hindi culture book (Gods management 2000)

Is clearly drawn to it based on that model is provided in this book. Two important factors (stability rate – inside or outside) is introduced. Hindi debate about the organizational culture of the model could be derived.

	Personaliy: quiet passive , cantinas , reliable and stable Template: Apollo Type culture: role The role of culture organizational Structwe: machine Emphasis on disciphine
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Hrsy model – Blanchard:

Blanchard Hrsy and considering both internal cohesion and adaptability two factors are used as a Hindi to identify four types of culture are shown in the figure below:

Hsy model- Blnchard

Blanchard Hrsy and consifering both internal cohesion and adaptability two fultors are used as a Hivndi to identify fow types of culture are shownin the figne below.

Low internal cohesion much

Learning culture	Compelitive culture
	Participatory culture

Hsy model- Blnchard(Hsy, Blnchard, Mangement of organizational behavior, 1990)

The Queen:

Robert Queen is one of the researchers on the corporate culture of acceptance that he has a special model the Queen is shown in the figure below.

Control	flexible
The cross Of efficiency and profitability Rarional model – target	Market –oriented model Objective: Human , security
Hierarchical model Purpose: To stabilize and balance the internal prossc	Staffing mofel The tribal Objective: To develop human resonrces The internal consistency

Queen of effective models, which are divided into four categories commensurate with the extent of any organization inside or outside the control or adjustment of the organizational culture are identified. Some model and John pushed cells is presented. They also control the amount of attention inside and outside the four market oriented culture (customer – oriented – can be risky – Entpreurship and new Avar) , (Emphasis on loyalty and commitment and teamwork and employee satisfaction) culture cross (Co – operation between contarctors and the emphasis on measurable objectives) and hierarchical (bureaucratic and emphasis on shared symbols and organizational performance) have presented (Moghimi 2000).

We can see that model is very similar to the model Hrsy – Blanchard, that instead of market – oriented culture, rather than collaborative and cross, rather than competitive and tribal, the learning culture.

Organizational culture	Rational culture Specific	Ideological culture	Culture participation and consensus	Culture hierarchy
The organization	organization goals	Mission of the organization	Surciral of the group	Orders
Performance benchmarks	Efficiency	Outsldo support agencies	The group	Control and Stability
The reference	Chief	Leader	Join the gronp	Provisions
Power supply	Merit	Values	Informal sources	Technical knowledge
The decision	Rational	Judgment	Porticipatory	Hierarchical
Motivation	Success	Growth	Solidarity	Security
Leadership style	Direvtional	Personal/ri sky	Supportive/friendly	Conservative
Evaluation criteria and Members	Typical yields	Intensity of sffort	Quality of relationship	Formal models
Compliance Practices	Brasa Treaty organizati on	Commitme nt to Values	Commitment to the group	Supervision/co ntrol

Stanly Davis Model

Davis believes that the actions of an organization are conflict with cultural realities will be met with resistance and actions that are more compatible with the culture may be more readily accepted. (Davis, p35)

He was one of their famous models that model (risk culture) is called, was presented. Davis degrees of risk depending on the cultural response to questions that are important.

- 1-What is the significance of any successful strategy?
- 2-The amount of any action consistent with what is corporate culture?

He set model in each of the questions with high, medium, low in the matrix in figure 19 below illustrates. (Davis, 1993)

Cultural Risk Assessment Model

Low	rates with high culture	
Unacce ptable risk		
	Contr ol risk	
		Negkigib ke risk

Stanley Davis model (Davis 1996, P35)

Be seen be seen in the left bottom part of the strategy include actions or steps that reflect the risk is negligibile, because the degree of their compatibility with the existing culture in the organization is located in a high order and is not any danger to the strategy.

In the front (upper right side of the table) that defines falt exteemely important for the strategy but also clearly disagrees with the existing culture.

Although none of the two factors do not change the culture and strategy reflect this risk is acceptable .Other aspects of risk control strategies that they can call the risk will be. Certainly the boundaries separating risk (negligible manageable and acceptable) from each other are fixed –line and on about how they are judged.

Culture and strategy. Its basic strategy that is important for the organization potential impact of their proposed actions are clearly observed. (Davis 1993)

The Robbins

Robbins model your organizational culture based on assumption .the foundation has the following seven.

- 1-Due to the innovation and creativity: How to encourage innovation and risk-taking staff.
- 2-Attention to detail Negri: Accuracy rate that employees must have in order to analyze the issues.
- 3-According to Reeves, the amount of management attention to the result, the methods and processes.
- 4-The members of the organization : The extent of participation by employees and managers that allow management .employees to participate in decision making.
- 5-According to the system: The amount of teamwork and team.
- 6-Ambition: The ambition and courage that the staff are transformative .
- 7-Sustainability: The organizations emphasis on maintaining the status. (Griphin. Morhed :2004)

Robbins in agency theory distinguishing aspect of organizational culture in ten cites the case with the assumptions of corporate culture has already been stated. This cultural are distinction:

- 1-The individual innovation
- 2-The risk tolerance
- 3-Direction
- 4-The integrity and unity
- 5-Relation with subordinates manager
- 6-Control
- 7-Purpose
- 8-Reward system
- 9-Tolerate conflict
- 10- Models of communication (Robbins, 2001 organizational behavior)

To identify an organizations culture, it is necessary to study in different cultures. Of experts to identify the types of cultures have indicators.

Type of organizational culture can be classified as follows:

Neck model (Jordan):

- 1-Liability (responsibility) of individual responsibility that is given to employees to achieve their goals.

2-Standards: The degree of employees feeling about the challenging and competitive goals of the organization.

3-What's it feel that much of their employees in exchange for dedicated their time to achieve organizational goals are appreciated.

4-Transparency: The staffs sense of well organized. The objectives are clearly stated.(PHILIPPE LEVY, "INTEGRITY PACT", 2003)

Academic environment has been suggested that the most important are:

1-Scientific culture: Which includes value for science and student, encouraging discussion and scientific debate, strengthening the spirit of tolerance, perseverance and tolerance problems, scientific and professional commitment to ethical values, enhance quality and foster a spirit of criticism, raising popular criticism of the spirit, culture and ability to tolerate conflict and ambiguity logical accept others. I encourage interdisciplinary and cross – disciplinary communication, Academic freedom and university autonomy knowledge sharing and knowledge sharing in each other.

2-A culture of innovation and entrepreneurship: Including creating a positive attitude towards change and innovation, to strengthen risk – taking spirit, morale boosting risk appetite, strengthen creative and critical thinking, moral and material support of new ideas and innovation, emphasis on freedom and initiative, create new structures appropriate, encourage and support the integration of new processes, new processes and activities of the processes, support teachers, students and staff, innovative programs, creates a dynamic environment and flexibility, risk flexible and change – oriented, focusing on entrepreneurship.

3-A culture of quality and excellence orbital axis: The value to continuous improvement and research, student – centered and believed to be central to the university students, faculty and encourage outstanding students, emphasizing the virtues of religious, spiritual and moral, fostering a spirit of honesty, continuous development of professional skills, strengthen organizational satisfaction, boost morale and self confidence, motivation and education, strengthen their awareness of their role, strengthening align words and deeds, to promote science faculty and students.

4-Knowledge of culture and scholarship: Including boosting the morale of central research, supporting research and researchers, and promote its value to scientific curiosity, given the knowledge, skills and expertise of individuals as core capital, considered as a function of university of belief in knowledge as a source of power, encourage exchanges between sectors (teachers, students and staff), support the creation of new knowledge emphasis on experience.

Social needs and changing conditions outside of the planning, recognition of shared vision and improved vision in people, strengthening the commitment to achieving the goals, activities associated with target detection.

University issues, strengthen cooperation between sections (strings, industry and academia, with universities, other universities, creating a supportive environment, to all these involved in university activities, strengthening the vertical and horizontal communications, corporate identity, align individual efforts with the aim enterprise, improving organizational.(Nouruzi, Noushin (2002)

8-The culture of learning (lifelong learning), including to lifelong learning for sustainable development, and how to create the ability to self, directed learning ability to improve quality, strengthen its ability to evaluate, develop their thinking,

exploration, emphasis on preparing people to deal with new challenge to provide learning opportunities for all types of virtual environments.

9-Digital and network culture (culture E): Question Answer, including the promotion of networking, and digital creation of information literacy in students, faculty and staff, recognizing the impact of technology changes on higher education, using technology changes on higher education, the application of new technologies in higher education, excellent communication, extensive communication network between different people.

Conclusion:

And even more effective organization of official control system in operation. The result is better performance and greater productivity.

Productivity can't be codified in laws and regulations and sough written. But also cultural, social conditions, attitudes, attitudes and values in shaping the system's effectiveness. The basic mechanism of increased productivity and commitment to the cultural values embedded in shared values. So that we can use the system with a high commitment, to achieve good performance. In order to create such a system, cultural values are the most important factor in the most critical role managers play. Because efficiency improvements in the area of responsibility of manager and management begins. True culture of lifelong learning is the order of Prophet Muhammad states that become lifelong learners visits in the organizational culture. This is the way.

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