The other view to Organizational Culture in Iran

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Abstract
Organizational culture is the subject that recently enter to knowledge of management and the realm of organizational behavior. The population of sociologists ,psychologists and even economists, pay special attention to this new and important topics in management and to identify the role and the importance of it it makes a lot of research and theory and make it in resolving issues and problems to management.The study for organizational culture and reviews of thier trends to the rational /intuitive approachesin six City (Kermanshah, Tabriz, Yazd, Zahedan, Sari ,Mashhad). this study is a type of descriptive-survey. The questionnaire was used to collect information in a letter is Hofstede standard questionnaire and the other questionnaire based on barco and Snyder theory. This questionnaire(questionnaire based on barco and Snyder theory),measure trend of organizations people that they have studied with one of the socialists trends. Reliability and Validity are based on the scientific and they are accepted with this method. Reliability are confirmed in Kerman shah,%882,in Tabriz is %893.yazd is %825.Sari is %731.zahedan is %732 and mashhad is %798. the results of this study indicate that the city of Tabriz on the collectivism and be Mannish has the highest rating. Kerman shah has the highest score on the properties of power distance and Yazd has the highest rating in the case of variable in the ambiguity. Tabriz also has the most rational approach Sari tend to have the lowest tendency.
Key words: Organizational Culture, Social Approach, Strategies

1-introduction

One of the basic principles of behavior science begins with anthropological field and one of the sub disciplines of anthropology ,is cultural anthropology that with the study of organizational behavior has the nearest relation.

Cultural anthropology that is concerned with the behavior of the culture they acquired that impact place, as well as with the culture influenced by the behavior. In fact, no deep understanding of cultural values of society cannot properly understand organizational behavior. Henry Tosi and Associates,say organizational culture is the way of thinking, feeling and planned response of it knows that in an organization or part of it (Toosi, 1993,p.29). In studies that include hofsted collection a distinctive, different surfaces, such as the value of home care, norms, beliefs, ideals, behaviors and handmade items fitted human knows (hofsted, 1980,p.126).

Organizational culture is an environment variable that is different effect on all members of the Organization.so proper understanding of this structure for the effective work of the Organization and administration of organization. Members of the Organization, to solve the external adaption issues (for example: best way for the participation in the global markets) and internal integration (best way for coordinating and strengthening the processes within an organization) training as the best way to resolve the issues, the culture of your organization's written and non-written, even to new members, so with ability of change the capacity of the organizational culture, we have a huge change of the thoughts and feelings of the members of the Organization will be possible. (Lassen, Zang shen, 2002,p.103).

 The researchers show that Organizational culture can has positive effect on organization effective indexes for example operation, confidence and employees moral behavior and workers (Zamini,HosseiniNasab,2009,). The importance of organizational culture and evaluation it by in Scott and his colleagues was researched this case. Its research shows, that the evaluation and management of organizational culture is a growing point of that help to improvement and maintain of organization. Scott and his colleagues are convinced that the organizational culture of the four dimensions, the performance and the Organization effient, firstly, culture may be the cause of the economic promotion of company by carey win the confidence and personality, level of staff within the organization. Secondly, through establishing a mechanism of culture may be interest-bearing assets increased productivity in the Organization of the company. Thirdly, it is possible that all economic and social goals that the organization seek to reach them is affected by it. fourth, organizational culture may cause communication and coordination to strengthen the structure of the organization.

. Also, the studies show, by Scott and his colleagues and that the effect of organizational culture in maintaining the health of the Organization through the creation of the team, coordination and correlation of different sectors, which will finally lead to continuous quality improvement can be fitted, fitted for the mentioned subjects and research in the field of organizational culture is carried out, show that, in recognition of the important organizational culture as a necessity, a priority activity of the Organization, managers are housed, because The correct and precise recognition because of this culture and understand its trait to face to market, the management of the program could be conduct in the short term, and middle term and long term proper organization to risk and competition (Davidson, 2004,p.36). Thus it can be concluded that organization culture is one of the main indicators of the success of the organization and it has plenty of significance can be fitted. So first in this study, has been trying to cultural variables from view of hofsted and organizations trend to social approach

by Schneider and barcoo model reviews in six province and the results achieved for the formulation of optimal strategies. Hofsted culture variables:
Individualism/collectivism, the women/man-oriented
 /woman, power distance, avoiding uncertainty وindividualism is a mental state ... where people first as a person can see and believe that are priority while collectivism is the emotional that benefits of collectivism are accepted instead of individual interests. avoiding uncertainty reflects the degree of acceptance or avoiding people of uncertainty indicating power distance fitted that acceptance is the idea, whereby People inside the Organization, entitled to have different levels of power of the man-oriented
 and woman-oriented are the new degrees in the community depends on the value of cultures on the one hand for the features such as the express and on the other hand, are place for human beings and the quality of life (shnaidr, barco, 2000,p.83). also according to the shnaidro barco model (2000) there are two types of social approach rational approach and an intuitive approach environment and organization based on rational approach are. the facts objective facts , organizations are officially and how decisions in the higher levels of the organization. a variety of information a kind of quantitative and objective and non-intuitive while intuitive approach,environment and organization are objective fact,organization are informal and the way of decisions are in the qeue level and species of information are quality and subjective and individual.

2-Express issue
Culture is important. It is important because without the knowledge of the cultural forces every action hasn't (always are active) may have unintended consequences have been unforeseen (shih,chiang,2005). Organizational culture is a system that instead of values of the forklift (what is important and what is not important) and opinions (how people act and how they do not practice) that mutual interaction with human resources, organizational structure and the control system and the results are based on the behavioral norms in the organization(Denison,Neal,2006,p.93). The impact of organizational culture on members of the Organization to the point that it may be necessary to study the pattern of behavior, emotions, and attitudes of members of the organization from the viewpoint of family and their possible reactions to the developments of evaluation, forecasting and guidance.
By Leverage organizational culture, can be easily facilitate changes can be carried and sustainable now approach in organization (alvani, 1999,p.74). With that different cultures can be obstacles in the way of strategic design and implementation causes an increase in the amount of attention to the subject of culture because the acceptance of the existence of differences in our culture lets us attitude towards the perspective on the strategy and we can better know recognize obstacles and our success question is raised in this research with different types of environment that organizations work on it, employees have .what kind of culture? and next issue is ,what type of social approach have social agencies people? there are differences in the culture and acceptance. national culture allows in accepted assumptions as well as their views on the assessment of strategic reflection, as well as the strategic actions so to this device can allow us to understand competitors in other cultures and their strategic and forecast (Bambrgar,msholm, 2000). So in this study ,first , which has been tried from the perspective of culture hofsted variables and to approach social agencies people's rational and intuitive review in six provinces, and of the results achieved for the formulation of appropriate strategies.
3 -history of study

Naij and mashabki (2002), in a research with this topic design and interactive model to explain the strategy, organizational culture and environment in industrial organization has been an interactive relationship strategy, organizational culture and environment in the industrial organization of the country. This factors in the three questioners under the heading organization   strategy questionnaire (esno and miles typology), strong and weak organizational culture questionnaire and stable and dynamic environment questionnaire categories and then based on the hypothesis of research, relationship of them is tasted. The information collected using the spss and in the end, interactive model of the strategy, organizational culture and environment in industrial organizations provide.

(Arabi et al, 2009), in research with the title codification model strategy based on Iran's study culture. in this article the proper template to draw up strategy based on the organizational culture of the goals of this research is to obtain the main scientific.research, provide a model for the formulation of a strategy based on organizational culture is the Organization strategy patterns according to the cultural features of that Organization. in this study, there are five questions that first questions is understanding culture features of organization, the second question about the possibility of a significant difference between the culture of the Organization in different parts of Iran, the third question about how Iran various cultural areas map about how Iran, a fourth question, about the tendency of social approaches to social trends in the end and identify the most appropriate model for the original research question formulation strategies for Iranian agencies the research is, exploratory and descriptive The main software for it is spss .

(Zamini,HosseiniNasab,2009)   have a study on the relationship between organizational culture and job satisfaction members of academic and staffs at the University of Tabriz description tools used to research, is questionnaire of hofsted organizational culture and job index. The results, say that it is the dominant organizational culture in University of Tabriz is a type of rationalization and job satisfaction among the three different types of culture ($p < 0.05$). it also indicated that the results of the analysis of variance between the job satisfaction of faculty members with regard to their academic rank there is no meaningful differences ($p >0.05$). in addition, the t-test results are examples between job satisfaction and employees and faculty members as well as between the job satisfaction of men and women there are meaningful differences (p 0.05). as Pearson is also expressing the relationship between the corporate culture of job stastification ($P <0.05$).

(Zahedi,Rafiye,2011), in coordination with the research strategy as the relationship between human resources and ethical decision-making strategies with organizational performance of the sector, human resources and communication sector, the Organization's ethical decision making about the investigation. Statistical research society, Ministry of agriculture and Ministry of agriculture research organizations statistical samples. For data collected from the human resources sector following three questionnaires, used ethical decision making and culture sector. For the measurement of performance, productivity and yield rate centers and institutes a three-year period 2006 to 2008 basis. The data collected using ANONA ,mean test and chi_square was analyzed .with 95% reliability level, there are that allow to improve performance.

(Ziaee ,Roshandel and Nargesian,2011) as the research evaluating the relationship between organizational culture and organizational commitment among Tehran University Library staff have done that as a aims the research methods of applied research and how to gather data from the collection to the type of descriptive research-measurable. And in terms of their relationship between the variable r correlation and specifically based on structural equation

modeling. The community consists of a statistical test of managers and staff of University of Tehran. Results: test results of structural equations modeling method of assumptions represents that it is between corporate culture and its dimensions (engaging in work, adaptability, flexibility and adaptation to the Mission) with the library staff organizational commitment of University of Tehran there was a meaningful relationship.

(Asgari vaziri,Zarei and Amirzadeh 2012), in research by providing a psychological component model of organizational culture with Islamic-based approach to review and identify one of the holy book of moslem try to recognize. The activities of these findings for the step by step and with tips, advice and interviews with professors and experts of the field and the University, 80 recognize factors, and the component that was proposed by supervisor for inventory adjustment and test surveys and questionnaires on the subject; plus the next survey and questionnaires, with a meeting of experts was held in the University area and the different angles of the meeting, the topics raised in the research, review. After collecting the opinions, suggestions and criticism, a researcher with the guidance and knowledge management experts, to analyze cases and obtained views from the point that the ultimate pattern for organization culture.

 Gerhart & fang (2005) has a research, that study in the national culture and human resources management based on the hoftsed research that there is a analysis of individualism and collectivism index. The results show that a lack of coordination between the national culture and performance management leads to reduced effectiveness.

Yilmaz and Ergan (2008) the effect of the dimensions of the Denison organizational culture model on the performance of the Organization was studied. In this research it became clear that the next pziri the most points for the adaptation and adjustment of the lowest score obtained. Also, the company's ability to produce new products to be strongly influenced by the dimensions of the adaptation and adaptability can be fitted.

4. Research method:

The present study aimed to respond to the research question (what is the impact of the environment, On the culture of the Organization? And what approach this organization in this environment? So, this research aims to develop and collect data from the collection type of descriptive-survey.

The research community

The Statistical Society of the study cities in Kermanshah, Tabriz, Yazd, Zahedan and Mashhad, Sari, is featured in this study. Have cities that recognize the diverse cultural characteristics. The geographic area of a land and its climate in the formation of the culture and customs of its peoples and the land has a great impact on human life in different periods, as well as on this important, acknowledging and confirming. Kermanshah Province in Western Iran from three sides by the internal border with the provinces of boasts (Lorestan, Ilam, Kurdistan, Hamadan) and of the international border with one side has the country of Iraq is based on the general population and population of Kermanshah city in the year a total of 857047 people. Tabriz in East Azerbaijan province and west sides East and South-East of the plain is located in Tabriz, Iran. The city from the North to the mountains of China and pech eynali Mountain from the north side, East of gozni and to pass from the East side bababaghi, end of the South side of the sahand mountains range is limited. The population of Tabriz in the solar year totaling is 1494998.

Zahedan is one of the major cities in Iran and is the provincial capital of Sistan and Baluchestan, Zahedan reach To Zabol County from the North, from the South to the eastern side of khash County, to Afghanistan, Pakistan and the countries of the West side of the city is limited to desert fahraj .the population of zahedan on base The General Census of population and housing, in the year 2006 Iran's statistics Center solar totaled, is 552706. which is the 11th most populous city from this direction, Iran. but now the population of the city, which is near 1000000.

City of Surrey, located in the foothills of the Alborz mountains and lowland mountain has two parts. Sari to Tehran less than 150 km distance is located . In longitude 53 degrees and 5 minutes and 36 degrees and 4 . According to the Census 2011, its population was 299417.

Mashhad in Northeast Iran, and major urban center of Khorasan Razavi province. General population and housing census based on years 2011 this was 2410800 .mashhad is the second-most populous city, with city of Iran after Tehran.

Method of sampling and sample size:

According to the information collected from the six-city, and the calculation of the sample size in each sharba Cochrane formula, Samples is collected by a 2-step Method.Thus the first cities are selected then the questionnaire given to the people, which certainly belongs to the enterprise. the following table describes the statistical population and sample size fitted:

Table 1 population and sample case study

ROW	The province	Statistical Society	The sample size
1	Kermanshah	857047	384
2	Tabriz	1494998	385
3	Yazd	582682	384
4	Sari	299417	384
5	Zahedan	552706	384
6	Mashhad	2410800	385

Research tools and methods of data collection:
Method of collecting data in this study, the use of a questionnaire to be fitted. To analyze the data, from the mean, standard deviation, chart, correlation coefficient and has been the main tool in this study were analyzed using spss.

Reliability of the questionnaire
In order to check the level of reliability of the questionnaire, the first data obtained from the questionnaire using the crone Bach's alpha was analyzed, the alpha cron Bach of each province are as follows:
In Kermanshah 0.882, Tabriz 0.893, Yazd 0.825, Sari 0.731, Zahedan 0.732 and Mashhad is 0.768.

Descriptive statistics

Descriptive diagrams related to demographic characteristics. In this section of the statistical sample demographic characteristics described are fitted. Characteristics are taken into consideration, are: The status of the subjects
 of gender status, level of education, the history of serving staff.

Table 2 Sex

City	The number of	man	Woman
Kermanshah	384	193	191
Tabriz	385	200	185
Yazd	384	190	194
Sari	384	178	206
Zahedan	384	210	174
Mashhad	385	202	183

Table 3 Education

City	The following diploma and diploma	Bachelor's degree	Over Bachelor
Kermanshah	113	174	97
Tabriz	72	181	132
Yazd	116	165	103
Sari	122	176	86
Zahedan	136	169	79
Mashhad	101	184	100

Table 4 A history of service

City	Less than 7 years	Between 7 up to 15 years	Over 15 years
Kermanshah	154	78	152
Tabriz	191	169	25
Yazd	156	211	17
Sari	164	187	35
Zahedan	133	203	48
Mashhad	117	139	129

Table 5 The average cultural scores of the studied cities,

Cities / The cultural Features	kermansha	Tabriz	Yazd	Sari	Zahedan	Mashhad

individualism / collectivism	The number of	384	385	384	384	384	385
	average	2/56	2/89	2/61	2/11	2/31	2/18
	Standard deviation	%337	%416	%436	%433	%341	%452
Man-oriented And woman-oriented	The number of	384	385	384	384	384	385
	average	2/71	2/76	2/59	2/18	2/31	2/51
	Standard deviation	%429	%421	%344	%387	%391	%381
power distance	The number of	384	385	384	384	384	385
	average	2/66	2/59	2/40	2/33	2/41	2/45
	Standard deviation	%420	%386	%365	%403	%421	%416
avoiding uncertainty	The number of	384	385	384	384	384	385
	average	2/54	2/59	2/61	2/20	2/17	2/36
	Standard deviation	%388	%382	%393	%341	%368	%441

As shown in table 5 People of Tabriz are Man-oriented than the rest of the city. As well. The data are available also ,showing high collectivism for Tabriz; in the case of power distance component and uncertainly in order Kermanshah and Yazd have the highest rating.

Table 6 the comparative between intuitive/ rational approach

Table7 Average scores on the approaches

Cities	intuitive approach		rational approach	
	The frequency of	percentage	The frequency of	percentage
Kermanshah	80	21/11	304	78/89
Tabriz	42	12/14	343	87/86
Yazd	61	16/19	323	83/81
Sari	138	35/79	246	64/21
Zahedan	139	35/68	245	64/32
Mashhad	90	22/71	295	77/29

As shown in the table 7 Tabriz has the most tends to be rational approach
And Sari has the lowest.

Cities	Kermansha	Tabriz	Yazd	Sari	Zahedan	Mashhad	
Average of trend to approaches	2/81	2/93	2/86	2/56	2/61	2/73	
The number of	384	385	384	384	384	385	
Standard deviation	%335	%331	%334	%369	%360	%339	

Results
Cultural diversity as part of the common heritage of humanity that the source for the exchange of information, creativity and innovation, can be compared with the world's biodiversity, nature and human life it is necessary to know so for the use of present and future generations must be conserve as an important part of human rights(Unesco,2005,p.169) So check with the author believe culture among the different sectors of the community can be achieved from this image, which is identified with a different culture. Enterprise Administrators can run some strategies that follow approperaite culture. the results obtained from this study show:
Man/women-oriented: Tabriz city man-oriented than other cities. They believe the men should be created of manhood and the role of women should be trader education in fact they believe that men should be the dominant society. Also Sari has the lowest value of this feature is that they ought to believe men are just played the role of manhood but can also accept the role.
Ambiguity aversion: Yazd city of ambiguity aversion is higher. And the propensity to be hard working. Zahedan is quite the opposite. Communities that have a high score on this dimension, A strong set of traditions and beliefs and their behaviors for rules in the face of unusual behaviors, not enduring.
Power distance: In the case of the people's power of the distance feature a higher rating of Kermanshah. In the case of the people's power of the distance feature a higher rating of Kermanshah. Hierarchy in an organization reflecting the inherent unlikelihood. In such a culture, the focus is in the hands of management is popularize. As well as Sari the lowest rating.
Individualism/collectivism: About this property of Tabriz has the highest rating and Sari has the lowest rating. The most prominent characteristic of the collection-oriented societies, is loyalty . Employer-employee relations and regarded as moral.
In the case of social approaches to orientation as well as Tabriz has the most rational approach to orientation and Sari has the lowest tendency. Also according to the results obtained from (Arabi , Hedayati,2009), the organizations that are men-oriented, and collectivism, Ambiguity aversion, And higher power distance have their desire to control more rational approach is appropriate for institutional strategies pattern.

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