



Organizational Culture

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Abstract

If you do not guide the culture, the culture will guide you. Culture refers to the shared values among members of a group. It can be a family, an organization or a country. While the influence of national culture has long been recognized, in terms of corporate (organizational) culture, the word is very young in management literature. It should be noted that there is no concept of good or evil. Managers should be aware that organizational culture is compatible with the organization's mission and strategy. So the criterion for judging a culture is to what extent it goes on the same track with the tasks of the organization. Organizational culture is a double-edged sword. On one hand, it is considered as a ground which may facilitate reaching the organizational goals and on the other hand, it can be a barrier on the edge of change. Logical principles and organizational culture change (if it is) largely depends on team training is changing. In this paper an attempt has been made to examine the concepts of culture, organization, organizational culture, organizational culture and management high importance component factors in the management of organizational culture is one of great and solemn duty is to be paid in the third millennium.

Keyword: Organization, Organizational Culture, Organizational Culture Component, Organizational Culture Management, Organizational Culture Pattern

Introduction

Organizational culture, particularly from the 1980s onwards as a major field of organization theory and management studies and theories about people who have taken the small or large live a believes of social system, beliefs; exchange Methods, traditions norms that are common in all cultures that make up the social system. Strengths or weaknesses of each system depend on the extent and depth correlation phenomena are mentioned. Undoubtedly be much stronger culture of a society, a culture change is harder. To the organizations for practical purposes (strategic) injured in line with the beliefs and culture of the organization is its

employees, it will be difficult and the obstacles encountered in the implementation process will be.

If you believe in forming long-term decisions and beliefs of the organization's overall strategies and practical ideas shared beliefs performers decisions (tactical - operational) call, analogous to the two types of belief synergy of culture and success of the realization of goals will. Otherwise, the energy spent to neutralize each other and disrupting the barrier to the movement the goals will be.

Help to align the objectives (strategic) and everyday beliefs (applications) and predisposition to attract and motivate inner motivations of senior managers who make the decisions will come into force, effective measures should be taken. These measures of organizational culture management, otherwise known as a comprehensive model for managing organizational culture must be sufficient attention simultaneously to several specific areas. Characterized desirable culture management, the corporate culture of the most important, it is necessary the features, On the one hand, and cultural factors that shape and influence the outcomes of organizational culture will also be considered. Consequently, it is essential to also understand the cultural changes needed to be created in addition to the variables of the dominant culture's values, norms and patterns of favorable developments were of the performance indicators is positive and lasting impact in the long term, ensuring be.

Concepts and Definitions

One of the earliest definitions of culture in the in 1871s by the Taylor comprehensively presented. The English anthropologist believes that culture is a complex science, sciences, arts, thoughts, beliefs, rules, regulations, customs, traditions and habits of a summary of all human knowledge, and as a member society takes (Iranzadeh, p.1, 1389). Features of culture, civilization, society or a particular group implies that the features and characteristics distinguishing them (Skinner, p.81, 1374). Culture is something that a team learns to survive external and internal integration, and teaches others, the notion of shared assumptions that a group learns to solve its problems. (Khodavi, p.26, 1385). Speaking of culture, knowledge, beliefs, customs, ideals and commands that we learn from others and their progenitors can also add impelled. Amid Persian culture, the culture, the culture of science, literature, science, knowledge, education, scientific and literary works of a people or nation. Webster's dictionary, culture is a set of complex human behavior that includes thoughts, words, actions and works of art and the human capacity for learning and transmitting from generation to define. According to Hofstede culture is: a member of a group or class ideas that are distinct from other groups in the other place, the culture as a set of patterns of social behavior, the arts, opinion, culture, and other products of and intellectual characteristics of a community or nation is defined (Zaree, p.2, 1389)

Corporate culture: an iceberg is under water, what is the culture of the organization. Organizational culture is a set of key values, beliefs, and feelings of despair written guide that exposes the organization (Khodavi, p.29, 1385). Enterprise culture brook underpass of norms, values, beliefs, traditions and rituals during the time while people are working together and the challenges facing the doorway and slash what they appear. The corporate culture from the unique pattern of assumptions, values and norms that are shared socialization activities, language, symbols, and operations forms, which means that members of the organization is a system of shared understanding (Haghighi, p.46, 1383)

Culture Characteristics

Having studied a lot of different cultures come into operation, it seems that despite all cultural differences a number of features can be introduced as follows:

- 1- Culture is learned, not innate culture and instinctive trait. Military culture that is taught throughout the life of a human being born.
- 2- Culture is learned. Humans can pass on to their habits learned.
- 3- Social cultural habit of cultural, social origins and some of the people that live in groups, and the community are partners in it.
- 4- Culture is a subjective phenomenon and the idea that the culture they come from a group of habits or patterns of behavior norms, ideals, not the mind or the words come up.
- 5- Compatibility of the detector. Culture change and adapt and cope with the changes that followed.
- 6- Culture is the only instrument. Elements of each culture tend to have a unified body and woven together to create a consistent and this consistency to time needs. (Zaree, p.3, 1389)

Organization Defined

Organization is a group of people working together to achieve specific goals (Rezaeean, p.10, 1379)

The system should take into account the culture of the organization whose members have a common understanding of the phenomenon is relatively new. When an entity is organized, certain patterns of behavior will be acceptable to all agencies. Is the systematic process of mutual relations of people to achieve certain goals. This definition is composed of five elements:

- 1- The form is always the people.
- 2- This way people relate to one another and the relationship between them is established.
- 3- This relationship can be extended systems.
- 4- All people in the organization with specific goals and objectives, some of which affect the performance. Everyone expects that by working in organizations to achieve their personal goals
- 5- This relationship also allows the organization to achieve common goals and organizational members to achieve personal goals, achieve common objectives, the organization will follow.

According to the above definition, an organization is nothing but the mutual relationship between individuals and the

Organizational structure of the mutual relations that include the roles, relationships among people, activities, goals and other characteristics of the organization's hierarchy, reflect (Edgar Shayne, p.89, 1388)

The origin of corporate culture

- 1- Beliefs and values of the founders of the organization, policies, programs will be official.
- 2- Social norms, the environment that the organization holds.

Characteristics of Organizational Culture

If culture is a system of common understanding to know the members of an organization, a system is composed of a set of core features that they valued the organization or their values. These 10 properties consist of:

- 1- Personal creativity: responsibility, freedom and independence of the individual.
- 2- Risk Disclosure: The amount of money people are encouraged to take initiative, to work and ambition to make risky.
- 3- Leadership: the extent to which the objectives and functions that are expected to be made clear.
- 4- Integration: the extent or degree to which units within an organization to act in a coordinated way.
- 5- Management support: the extent or degree to which managers communicate with their subordinates, they will help and support them.
- 6- Control of regulation and supervision on the behavior of individuals who direct the managers to apply.
- 7- Identity: The degree to which individuals or entire organization (not a band or special field or person that has proficiency them) to represent the nation.
- 8- Reward system: the extent or degree to which the bonus reward allocation practices, and promoting employees based on performance indicators is not based on history, party games and as indicators of the.
- 9- Conflict reconciliation with the amount or degree to which people are encouraged to build and open conflict are obvious criticisms.
- 10- Pattern of relation: amount or degree of organizational communication is limited to the formal hierarchy of needs.

Patterns of Organizational Culture

- 1- Culture of participation (as a family)
- 2- Creative culture (non-hierarchical)
- 3- Creative Culture (with hierarchy)
- 4- Culture competition (the market)

Components and Parts Management, Organizational Culture

Organization's culture is made up of two main layers. The first layer (values and beliefs) that display a level of tangible symbols such as how to dress, manners, ceremonies, rituals, myths and legends alike. Additional layers of organizational culture, a base layer or foundation of our culture that values infrastructure, assumptions, beliefs and thought processes of an organization refers individuals and groups. This layer will form the authentic cultural organizations. Constituent elements of organizational culture are norms, traditions and rituals, and assumptions.

Values: Values of the organization's culture usually reflects the values of society and the environment in which it is located. In fact, the ideas and desires, and opinions that most problems are accepted as valid solutions.

Beliefs: people have different beliefs, such as belief in God, belief in the efficiency of the working group or gathering with water cooling for office chatter and realize Adventures workplace. Certain beliefs about minor points of everyday life and some of the things that a person, organization or community is important. In general, long-term decisions and beliefs

shape the beliefs of macro strategies, decisions and beliefs shared beliefs performers' functional (operational) call.

Parallel to the two categories of belief and cultural synergies in research goals will help the organization succeed. Energy otherwise spent neutralize each other and make disrupt and impede the move toward your goals will be.

Help beliefs, everyday beliefs are set in motion. The Help beliefs determine the way that anything should be done on a daily basis is the belief that things can be done virtually on a daily basis. Help such as the belief that the fundamental rules rarely change, while beliefs every day, everyday behavior are relevant and appropriate to the circumstances change.

Social process: Another factor that is important in the creation and development of organizational culture processes of social organization through the process of opening their own place in the organization. Learn how to attract organizations, with the norms and standards of social processes in organizations feasibility and pre-service training as they learn appropriate behavior and learning appropriate behavior, sometimes individuals, norms, and gradually these and gradually increase the fire they are accustomed. In the first case, the total teaching the formal and non-formal methods are, in the second case. The success of the social process, the nature of the connection information and norms of the dominant culture in the organization.

Traditions and Rituals

Traditional models that have been organized and formed a lasting habit. Emphasis on patterns, notably behavior in a public ceremony, meet with people and clients, to encourage the assembly, the following slogans and symbols associated (any object, action, event that is used to convey meaning), all express their mutual expectations and the expectations of the people of the organization.

Myths

An example is the history of past successes and works as a model institution or manager tells the employees' motivation and follow the pattern of their. Would causing of as a work of membership in the employees of attachment the pride and boast themselves. Another research component of organizational culture change and continuity in terms of visibility and is separated into two levels. So the deeper, less visible, including the common values can be changed even if they are members of the organization will remain. The fact that these values form the group behavior. At this level, culture is difficult to change people's differences in terms of the financial institutions, innovation and performance are determined. Visible in the cultural behavior patterns indicate that the new employee Auto learn from older workers. culture has changed in this level (Zaree, p.4, 1389)

Managing Organizational Culture

Management culture means consciously and on purpose, something to do with culture. This may include strengthening or weakening of the organizational culture, sociable people, culture, development, protection, or real change that culture. Management, organizational culture consists of the following components:

- 1- Operation of the existing culture
- 2- Corporate culture training
- 3- Changing organizational culture

Good managers are able to present a strong culture of support and help to shape the culture of resistance in crisis situations. They do this, the following two strategies to manage organizational culture are:

- 1- Supporting reform culture visible, shared values, and common assumptions
- 2- Organizational development

Management of organizational culture presses:

Many studies have been done regarding the management of organizational culture that together they can be defined as important to the "Management of organizational process wherein continuously identify culture fostering values meme desirable is acting." This process is influenced by the organizational environment.

Management, organizational culture continues to identify the existing culture and desired organizational culture and desired culture is going to change the culture. The process has six steps are:

- 1- Identify existing culture: Organizational culture that values are the key elements of organizational culture to understand it through the interview, ask the experts, managers and organizations are doing.
- 2- Identify optimal culture: Pattern desired organizational culture, community or faith-based and derived from the organization's managers and, therefore, is influenced by the type of worldview. In our example, the pattern desired organizational culture based on Islamic values and Islamic worldview is developed.
- 3- Compared with the existing culture and desired culture of the organization: After identifying the desired culture of the organization should attempt to inform people, principals and other members of the organization's desired culture and the culture of the pros and cons, and members of the organization to inform the moderators.
- 4- organizational culture change and fosterage: The most important and yet most difficult process management, organizational culture, organizational culture change process that takes time because changing beliefs and values of an organization and it is very difficult and complex.
- 5- Assessment programs organizational culture change: Due to the slow change in the organizational culture, while attempting to do this after every round, to evaluate the work done. In other words, we examined whether culture change programs are effective or not.
- 6- Protection and support of corporate culture: The current building of enterprise culture, we must be diligent in guarding and preserving them. Changing the culture of change minds and behaviors of individuals.

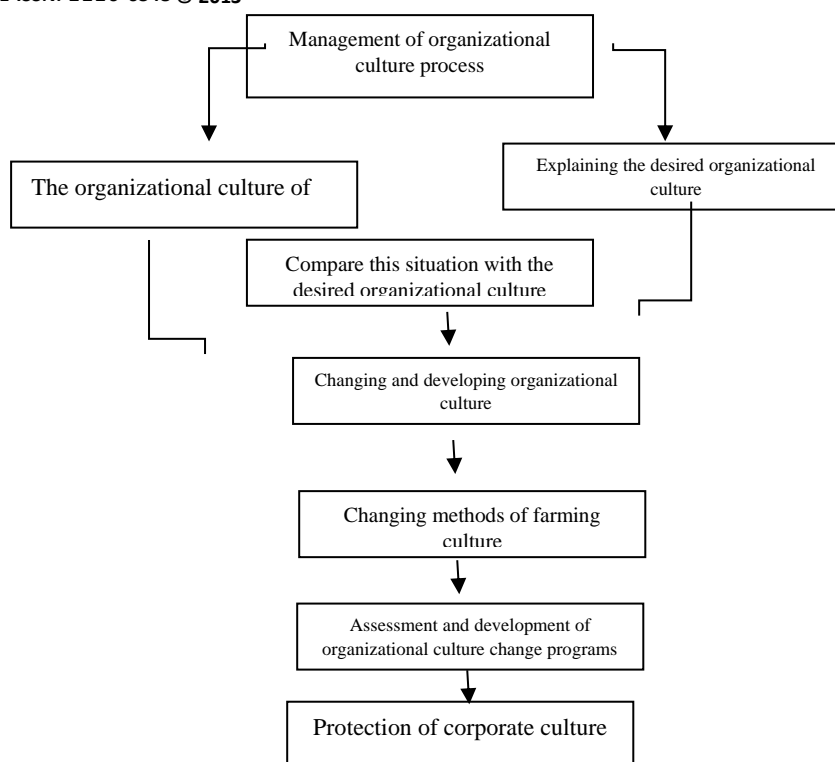


Chart1 (Management of organizational culture process, Zaree matin, p276-277, 1374)

Leadership role in the management of organizational culture

In addition to outlining the vision and guidance of leaders in order to fulfill its mission and strategy play an important role in shaping and maintaining an organizational culture that support the strategy is are in charge. The organization of the previous conditions appropriate circumstances situation. Often spread, it is difficult twin. Leaders are responsible for the various tasks of all here is not intended to focus on the role that is associated with the culture. There are two major roles for leaders in this order:

First, the formation of corporate culture and its continuity and stability. The Shine fact, experts outstanding corporate culture, beliefs, values and assumptions of the founders and leaders of the organization and evolution of the original members of the learning experience (in traditional organizations) are the leaders have an important role in shaping organizational culture. He is in the process of shaping what leaders must do a "basic mechanisms" of items that are related to the persistence and strength of organizational culture as "secondary mechanisms" is mentioned.

Important task of empowering leadership to share power, authority and responsibility to employees. Provide managers with the information, public participation, increased staff awareness, to gain their trust, then the behavior is more responsible employees. Hierarchical system that aims to control the behavior of the staff and the participation of teams and groups will increase.

The model for change management, organizational culture Kylman and sextan:

The model has five steps are:

- 1- Detection of existing norms
- 2- Set the future direction of the organization
- 3- Set new norms

4- Highlighting the cultural gap

5- Bridging the cultural gap

Barriers to change and improve institutional culture:

For better management and overall organizational culture change organizational culture, managers must recognize the obstacles on the way and have to fix them.

Attempt to change the culture of the organization comes to politics, but usually display advertising that can be confused with the real work. Projects such as new ships are launched into the few senior managers have a fundamental belief that it does not and cannot be combined. So Hrtlashy that seeks to motivate staff to discuss the results will not come to the organization's culture.

The famous adage, two percent said they did not conduct a half, not to speak of an object rather than the object itself was. Culture is not an object for the purpose of treatment, but there does not say it better than words but no action performed.

Sometimes employees accept certain organizational values, because the president is forced, as they are not themselves have agreed. In such circumstances, the organization believes will be effective only when the stress is behind the leaders.

The CEO said: "When you take your foot off the gas pedal all the activity stopped." Meant exactly that.

Cynicism may be more devastating than all the other obstacles when it comes to management of the organization despite the best efforts and intentions, inward, quiet good values and will not be able to own in the decisions of take.

Do not criticize the efforts to eliminate barriers because they sincerely and in good faith are made on. Even if it is not effective, but they are always positive. Instead, the focus is on the following terms and stops you from talking to action.

Review the results of a study on change management and organizational culture:

First National Bank of Chicago, switched to the success of this show, the company in the mid-1970s, has lost some of its market share and reputation too much hurt. In 1981, the the above banks New leader for higher education and to find a new strategy, the effort took longer. Bank executives focused on key cultural issues and courageous actions in business, your corporate identity was revived again, so now their academic results, they will be at the forefront of the financial services industry. In July 1980, Barry F. Sullivan, senior manager of the bank chismanhatan, President of First National took over. One of his first acts was to arrange for research in the field of banking. When Sullivan's chismanhatan Similar work in this field was done we were together, so I was called to work. Along with a few colleagues, assess organizational culture through interviews with the board of fixed Bank began, and the only question we raised was: What do you know about the culture of this organization? To learn about the culture of that era, especially since many of them were kind of emotionally draining, First Chicago in 1969, when the 60-story office building in the business center of the city of Chicago finished trust its next to the bank said. It was suggested that when the trade center's activities led the decline. However, the implementation of new corporate culture now banks are prepared to deal with future challenges.

Bank of talent and strategies are in place and knows what he is trying to achieve. Bank was again recovered its identity authentication. Third in December 1983, Journal Business Week quoted an authoritative investigative report, First Chicago in revenue and return on investment "near peak" announced.

he organization toward goals.

The Result

A comprehensive model for managing organizational culture must be simultaneous attention to several specific areas. Consequently, it is essential to also understand the culture of the dominant cultural changes needed to bring the components to establish the values, norms and patterns desirable, positive progress in the development of performance indicators and the effectiveness of the organization's long-lasting longer be guaranteed.

To better manage their corporate culture, corporate culture, managers should identify:

The following are three types of organizational culture include:

Strong culture: organizational culture in which several members of the dominant values of their high level of commitment is strong.

Asia Culture: These are strong and weak cultures between the two cultures.

Weak cultures: some cultures are limited number of members and the dedication of this small number. The result: the existence of a strong corporate culture is a positive factor for better performance and greater effectiveness.

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