Research Article

EVALUATING THE ORGANIZATIONAL CULTURE AND ITS RELATIONSHIP WITH THE EFFECTIVENESS (CASE STUDY: ISLAMIC AZAD UNIVERSITY REGION 2)

*Hojatollah Derakhshan and Masoud Akbari
Department of Management, Khalkhal Branch, Islamic Azad University, Khalkhal, Iran
*Author for Correspondence

ABSTRACT
Organizational culture is a phenomenon whose application will have a considerable effect on the effectiveness of the organizations; and the failure or success of the organization is largely dependent on the organizational culture. Organizational culture plays a fundamental role in creating the senses of organizational loyalty and commitment. It can lead to a higher or lower efficiency of the organization. The main objective of this research is to identify the effective factors on the organizational culture and the effectiveness of the employees in order to promote the employees' spirit so that they feel commitment to serve the people. This study is a descriptive research. The statistical population of the research includes the employees of Islamic Azad University Region 2. The data of the research has been collected in two methods: library and survey methods. In library method we have used the relevant books, articles, and internet resources, and in survey method we have applied the questionnaire. The findings of the research show that there is a significant relationship between the dependence, creativity, personal initiative, risk-taking, confliction tolerance, management support, and award system on one hand, and the effectiveness on the other hand.

Keywords: Organizational Culture

INTRODUCTION
Organizational culture is a phenomenon whose application will have a considerable effect on the effectiveness of the organizations; and the failure or success of the organization is largely dependent on the organizational culture. Nowadays, the researchers agree that the organizational culture plays a fundamental role in creating the senses of organizational loyalty and commitment, and it can lead to a higher or lower efficiency of the organization. This fact has strong theoretical bases, and there are many scientists in the field of the management -like Robins and Stoner- who have devoted their work to theorize the concept of the organizational culture. In this paper, we attempt to come to an evaluation of the organizational culture and to investigate the related indicators of the organizational culture and its relationship with the indicators of the organizational effectiveness in order to assess their effect on each other. Considering the relationship between the organization and the culture, we have to suppose that the culture makes and effect on the fulfillment of the organizational goals. Previous studies that have dealt with the effects of the culture on the organization, employees' behavior and decision- makings have shown that the culture has a deep and strong effect on the way of employees' attitudes. On the other hand, the researches show that the culture affects the competition of the organization against it competitors and its success in meeting the goals of the organization. Current policies of the society emphasize on the increase of the efficiency, successfulness, promoting the employees' spirit for maximally serving the people, utilizing the environment, and moving toward more training and development. A stronger organizational culture will make the members of the organization to feel satisfaction, loyalty and pride for being known as a member of such an organization. In this case, the organization can succeed in meeting the policies of the society. According to Daft, organizational effectiveness is the amount or scale of approaching the defined goals by the organization. This definition shows that all organizations have to determine how much they have fulfilled and approached to their goals in a specific period of time. Although the definition of the effectiveness seems simple and comprehensive but in practice, different schools of the management have defined this concept in its own point of view.

Research Article

Organizational culture is a set of common suppositions, beliefs, and values among the members of the organization that specifies the pattern of organizational behavior and differentiates any organization from other organizations. Indeed, organizational culture is the common and general perception of the organization's members from the very organization. The role of culture for society or organization is similar to the personality for the persons. Since in many organizations, the sense of belonging and commitment in and to the organization is weak among the employees, and the employees don't feel oblige to move toward the organizational goals, thus in such organizations, the individuals are not willing to work in group and they miss the commitment for attempting their best.

Besides, due to the lack of trust in the employees of such organizations, the observer can explicitly see the conflicts and detraction between the employees.

In fact, some managers believe that some members of their organization conduct a series of strategic maneuvers and activities to affect all other members and even the managers of the organization and mobilize them toward their personal interests. In a similar research that was conducted in Faculty of Management of Tehran University, the researchers have concluded that the best solution for this problem is to reinforce the commitment and sense of belonging to the organization.

Of course such solutions are not necessarily useful in all organizations. Nevertheless, if the mentioned problem cannot be solved, the employees will get disappointed and depressed; and consequently the organization will encounter several shifts, the employees will not do their work well, and the quality of the goods and services will deteriorate; hence the organization will lose the market to its competitors. Some solutions for the mentioned problem are as follow: to create a culture of mutual trust between the employees; to follow the defined hierarchy in doing the works; and to create a goal-orientation management so that the policy makings and decision makings are being done with the participation of the employees in a bottom-up hierarchy.

The results of some researches show that the organizational culture has relationship with the organizational effectiveness. On the other hand, some other researches show a totally reverse result, and this is a fundamental contradiction.

To solve this problem, we assessed the dimensions of organizational culture on one hand, and the dimensions of the effectiveness on the other hand. These assessments were applied on our sample units, i.e. Islamic Azad University Region 2. The stronger the organizational culture, the higher the commitment of the employees. Moreover, the stronger organizational culture can lead to a better use of the new technological methods and thus the organization will be more ready to meet the needs of its customers in a shorter period of time, the activities of the organization will be more coordinated, and the organization will improve.
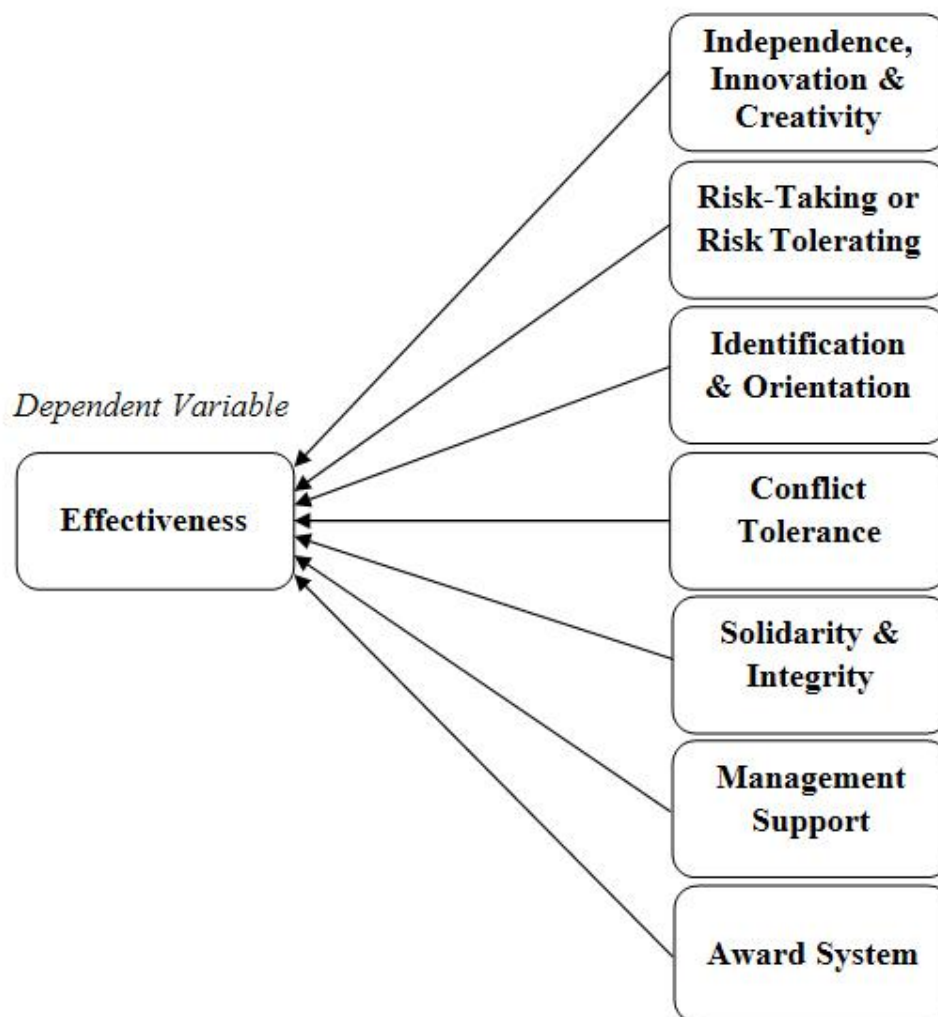
What is the Effectiveness in Organization?
According to Daft, organizational effectiveness is the amount or scale of approaching the defined goals by the organization. This definition shows that all organizations have to determine how much they have fulfilled and approached to their goals in a specific period of time.

Although the definition of the effectiveness seems simple and comprehensive but in practice, different schools of the management have defined this concept in its own point of view.

Considering the technical situation of the organization, Taylor, the father of the scientific management and the founder of the classical school of management believed that the effectiveness can be maximized by some factors such maximizing the production, minimizing the costs, and optimizing the utilization of the interests. Fayal who was the first theorist in the field of management principles believed that the effectiveness is a result of applying the power, order and discipline within the organization in a clear and obvious way.

Moreover, he believed that the organization will get effective by following a unified leadership, command, and conduct, equal order and justice, creating job stability, and reinforcing the spirit of innovation in the employees.

Research Article

Hypotheses or Questionnaires of the Research

1. There is a relationship between "independence, innovation, and creativity" and the effectiveness.
2. There is a relationship between "risk- taking or risk- tolerating" and the effectiveness.
3. There is a relationship between "identification and orientation" and the effectiveness.
4. There is a relationship between "conflict tolerance" and the effectiveness.
5. There is a relationship between "solidarity and integrity" and the effectiveness.
6. There is a relationship between "management support" and the effectiveness.
7. There is a relationship between "award system" and the effectiveness.

Methodology

Since this research has been done in order to meet the management needs in Islamic Azad University branches in Region 2, and since it can be effective in solving the problem of job satisfaction of the employees, thus this research is a practical study from its objective point of view; and it is a descriptive research whose data have been collected in survey. This research attempts to fulfill three objectives of description, explanation, and exploration, in order to improve the situation of the organizational culture among the employees of Islamic Azad University.

The instrument of data collection is questionnaire, interview, observance, note taking, etc. and the needed data and information has been done by library and field methods, while other methods have been used as well in necessary cases.

Research Article

MATERIALS AND METHODS

More than 1000 employees work in Islamic Azad University Region 2, among which 278 subjects were collected in random as the sample of the research according to the following formula. This sampling was conducted in Iranian cities of Khalkhal, Zanjan, Abhar, Sarab, and Mianeh. It is to be mentioned that East Azerbaijan was covered by Region 2 at the time of sampling.

In the mentioned population, we used the following formula for selecting the samples:

n = sample size

$$n = \frac{\frac{t^2pq}{d^2}}{1 + \frac{1}{N}\left(\frac{t^2pq}{d^2} - 1\right)} = \frac{\frac{(1/96)^2 \times 0/25}{0/0025}}{1 + \frac{1}{1000}\left(\frac{(3/84 \times 0/25)}{0/0025}\right)} = \frac{384}{1/383}$$

$$\Rightarrow 278 \text{ Subjects}$$

Where:

z-t is the size of the variable in the normal distribution extracted from the related table of the probability level;

p is the percent of the attribute in the society, i.e. the ratio of the subjects that have such an attribute;

p-1 is the percent of the subjects who lack the mentioned attribute;

E is difference of real ratio of that attribute in society, or the researcher's estimation for the existence of such an attribute, whose maximum ratio is equal to 5%, and the sampling precision depends on it.

And *n* shows the subjected population.

Sampling method: since the people of the population are not similar and congruent, the subjects of the sample are collected in classification method.

Data Analysis

To analyze the data we used SPSS software. On data analysis with the descriptive statistics, it is to be mentioned that the descriptive statistics mainly include concepts such as the frequency distribution tables and distribution ratios, graphical and geometrical representations of the distribution, values of central tendency, dispersion values, etc. After extracting the data, we summarized and classified the statistical data by creating frequency distribution tables. After creating these tables, the researchers would be able to calculate the percents of the frequency distributions and aggregative percents.

Data analysis shows that there is a relationship between the "independence, innovation, and creativity" and the effectiveness. Moreover, the data analysis showed that the obtained Pearson's coefficient was equal to 0.212. Since the obtained Sig is less than 1%, thus we can claim with 99% of the confidence that there is a positive relationship between the independence and the effectiveness. Accordingly, H0 hypothesis is rejected and H1 is confirmed with an error less than 1% and with 99% of the confidence. Additionally, considering the regression analysis, since p-value = 3% < 5%, so our hypothesis is confirmed.

There is a relationship between the risk-taking and the effectiveness of the employees of Islamic Azad University Region 2. Data analysis showed that the obtained Pearson's coefficient was equal to 15%. Since the obtained Sig is higher than 5%, thus we can claim with 95% of the confidence that there is no relationship between the risk-taking and the effectiveness.

There is a relationship between the conflict tolerating and the effectiveness of the employees of Islamic Azad University Region 2. Data analysis showed that the obtained Pearson's coefficient was equal to 0.366. Since the obtained Sig is less than 1%, thus we can claim with 99% of the confidence that there is a relationship between the conflict tolerating and the effectiveness. Accordingly, H0 hypothesis is rejected and H1 is confirmed with an error less than 1% and with 99% of the confidence. Additionally, considering the regression analysis, since p-value = 0.000 < 1%, so our zero hypothesis is rejected and our hypothesis 1 is confirmed.

There is a relationship between the management support and the effectiveness of the employees of Islamic Azad University Region 2. Data analysis showed that the obtained Pearson's coefficient was equal

Research Article

to 0.172. Since the obtained Sig is less than 1%, thus we can claim with 99% of the confidence that there is a relationship between the management support and the effectiveness. Accordingly, H0 hypothesis is rejected and H1 is confirmed with an error less than 1% and with 99% of the confidence. Additionally, considering the regression analysis, since p-value = 0.000 < 1%, so our zero hypothesis is rejected and our hypothesis 1 is confirmed. Finally, there is a relationship between the award system and the effectiveness of the employees of Islamic Azad University Region 2.

Findings of the Research

Findings of the research show that the effective variables on the effectiveness include: independence, creativity and innovation; risk taking or risk tolerating; conflict tolerance; solidarity and integrity; management support; and award system.

Considering the findings of the research that imply the significant relationship between the variables of the organizational culture and the effectiveness, we can conclude that paying enough attention to these variables in the organization will lead to the job satisfaction of the employees, and this satisfaction will lead to the employees' loyalty and commitment. If the effective variables of the organizational culture on the effectiveness can be internalized and the employees maintain their loyalty to these variables, then the official controls will be decrease in the organization.

The findings of the research show that the there is significant relationship between the dependant and independent variables. If the organization provides the needed space for applying these effective variables, the satisfaction of the employees will be increased for sure, and an intimate atmosphere and unified spirit will be formed in organization. If the solidarity and integrity and other effective variables are internalized in the organization, then we can expect the organizational health because the trust between the employees will be increased, and the employees' satisfaction will lead to their commitment and their higher willing to serve the people in the organization.

REFERENCES

Farhangi and Safarzadeh (2005). *Organizational Behavior Management* (Pouyesh Publishers) Tehran [in Persian].

Griffin Ricky and Moorhead G (1995). *Organizational Behavior*, translated by Mehdi Alvani and Qolamreza Memarzadeh (Morvarid Publications) Tehran [in Persian].

Hersey P and Blanchard K (2003). *Management of Organizational Behavior,* translated by Ali Alagheband (Amir Kabir Press) Tehran [in Persian].

Hafeznia MR (2002). *Methodology in Humanities* (SAMT Publications) Tehran [in Persian].

Najafbeigi R (2004). *Organization and Management* (Islamic Azad University Press) Tehran [in Persian].

Rezaeian A (1994). *Organizational Behavior Management* (Tehran University Press) Tehran.