

## THE ROLE OF ORGANIZATIONAL CULTURE IN THE ADMINISTRATIVE DEVELOPMENT OF ORGANIZATIONS (CASE STUDY: WELFARE ORGANIZATION IN KHORRAMABAD CITY)

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***Abstract:** Today, the economy moves towards a dynamic economy requires organizations with the high ability to change it. This of course is not possible without a strong organizational culture. The method used in this study, is applied, descriptive and survey. The aim of this study was to investigate the relationship between organizational culture and business development among staff of welfare organization in Khorramabad city. In fact, this study seeks to answer the question that how organizational culture can be effective on administrative change? At first based on Cameron and Quinn's organizational culture questionnaires and Moqimi's standard questionnaires (2011), a questionnaire developed to measure the research variables. Validity through the content validity and reliability using Cronbach's alpha coefficient confirmed. To evaluate the influence of organizational culture dimension on administrative development mean test is used to a community. The results of this analysis showed that there was a significant relationship between the dimensions of organizational culture (the dominant characteristics, organizational success, strategic focus, personnel management, organization leadership) and administrative development in the population studied.*

***Keyword:** Organizational culture, administrative development, welfare organization in Khorramabad city*

### INTRODUCTION

Human is a social being and to realize their aspirations, allowed member of the organization as an important elements. Organizational culture as a set of shared values of the organization's members that affect the thinking and behavior of its members and provide suitable context for the implementation of the general policies of the organization and at extensive level ensure action of employees (Parsaeian and Arabi, 2004: 62) causing achieve desired organizational goals (Zaree and Najafdari, 22: 2005). The scope and extent of culture on the one hand and its importance in both small and large organizations have led to the authority's attention to the topic present several definitions. Shine (1984), knows the

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organizational culture as basic set that employees faced with problems, adapt to the environment and achieving unity and internal coherence creation and discovery and developed and therefore the correct way to perceive, think and feel transfer to new members. In the meantime, this article attempts to examine the relationship between organizational culture and administrative development.

### **STATEMENT OF THE PROBLEM**

Environment where organizations are working located in the era of commercial competition in the region, national and international. Production technologies and communication is changing with incredible speed. In addition, the displacement of people by reducing management levels and restructuring is common practice (French and Bell, 25: 2007). There are also a large number of newly established businesses. Today the change is most significant contributing factor in successful business management. Organizations should have a positive attitude towards the change issue so that maintain its competitive advantage in today's aggressive market. Changes in communities and organizations are obvious. The fact is that in the future, the only producing high quality products, exclusive technology, skilled human resources is not considered competitive advantage but a combination of these conditions play a major role in competition (Adrian *et al.*, 2000: 18). The difference how the changes. One of the main questions is how far it is the qualitative change under the authority and the will of the people, organizations or communities (Karimiyan, 25: 2010).

Development process is a process, which lies at the heart of an old society, a new organization created. On other words, in the process, political idea of a society changed. In fact, humans are changing and new community created. Consistent with the external evolution of organization, internal environment organizations also experience amazing transformations (Bidokhti and Avari, 2002: 99). In the meantime, as the rate of change increases, the complexity of the issues in front us has also increased and is much more complex issues, more time is needed to resolve them. The rate of change is faster, on the one hand, more time needed to resolve them. On the one hand, much faster rate of change, the more things change, and life solutions that devised for them is shorter (Farhi, 18: 2008).

Man is one of the most important factors in organization-wide changes. The superiority of the organizations that are willing to take risks, refer decision-making to the lowest organizational level as possible (Poorkiani and Pirmoradi, 20: 2008). It have to stated that the improvement and organizational change, is multidimensional cycle administered by human factors, and they have to give energy, power, and flexibility to their own behavior to meet it (Poorkiani and Pirmoradi (2008). Conservation organizations in a complex and changing environment require the application of a new approach in the development of organizational strategy and are fully justified in the business world today know

only change stable (Hitt, 2001: 12). In fact, organizations to survive to change and organization's theorists to describe and explain they need to be dynamic patterns. When the environment is safe, organizations are less organic, flexible and dynamic. Under these conditions, static patterns are sufficient. However, do not represent the static patterns and cause of changes or just change in the form of a comparison between two static considered (Nazar Puri, 22: 2007). A significant point is that it is composed of different angles, each of which has its own concepts. If we cannot ride the waves of change, we certainly defeat us and we have no choice but to drowning (Kordnaeej, 12: 2006). According to statistics published by the failure rate is high in the country because it mostly passive act and are not recognize the need of the market. In the competition field will remain the only organizations that are progressive or reactionary Kordnaeej, 2008).

There are different perspectives on change and organizational development. In the modern view organizational development as a planned process consider that an agent of change, and create the change in a calculated way. In the post-modern vision of organizational development, change start from the environment. Environment through changes in the conditions of survival, applies too much power on the organization. It analyzes the organizational development from environment perspective. However, the symbolic view of organizational development as a stabilizing force within the organization thought of the concept of culture as a known resistance to change. The theory of organizational development studied from the perspective of culture (Nazaripour, 2007: 12). Organizational culture is "common values and beliefs of an organization by using the basic presupposition pattern, it offers - not to engage methods to adapt to the external environment and internal cohesion report to learn. In other words, the culture represents employees and customers (Young *et al.*, 14: 1999) perceive an organizational identity. In fact, the set of values shared by all members of the organization, mentality and their behavior patterns constitute the main components of organizational culture. The organizational culture is stronger, more effective, the more difficult it will be to change it (Meyer, 209: 2004). One of the complex issues in the field of organizational development is the culture of human resources and the impact of these two indicators on each other.

In this study, the organizational transformation considered from the organizational culture. The most basic and most fundamental issue in organizational issues, but also issues such as sociology and politics and fundamental rights is culture that has various fields and complex areas (Skandari, 2010: 8). The welfare organization due to the large volume of human resources as well as the charitable nature of the organization always faced with issues related to culture. The organization also needs to achieve the goals set by the government for continuing to improve processes and reduce rework taken step. So should overcome its unfair structure that created in recent years. For this is the need to

attract support staff and it would only a true culture applicable. The study attempts to organizational culture from the dominant characteristics, organizational leadership, personnel management, organizational coherence, strategic focus and measure of success examined and analyzed its relationship with development. In fact, this study sought to examine the question of what is the impact of organizational culture on administrative development.

### STUDY OF CONCEPTS

1. **Organizational Culture:** Human is a social being and to realize their aspirations, allowed member of the organization as an important elements. Organizational culture as a set of shared values of the organization's members that affect the thinking and behavior of its members and provide suitable context for the implementation of the general policies of the organization and at extensive level ensure action of employees (Parsaeian and Arabi, 2004: 62)) causing achieve desired organizational goals (Zaree and Najafdari, 22: 2005).
2. **The administrative development:** The purpose of this is to strengthen the capacity of the administrative system in order to perform tasks efficiently and the current role of the state or in another sense, the purpose of administrative development is compliance roles, capacity of the administrative system, which is vital for development is essential. The issue of modernization and change in the administrative system is accordance with technological developments in order to fulfill the demands of society. Administrative development following numerous processes such as personnel public participation, administration system reform, reform of administrative structures, the proportion of duties and powers, empowering employees and managers, government accountability to citizens, supervising the administration and development of information systems, etc. (Ostad Zadeh, 29: 2012).

### The role of organizational culture in the administrative development

Culture in an organization is like personality of a human being. Basic assumptions, beliefs, norms and values are as the foundations of the culture of an organization formed the basis of its existence and define good and bad point. The culture of the organization as a key factor in shaping the organization and the impact on the structure and layout of the organization, internal and external environment, technology and human resources and most importantly, effects on organization's productivity and strategy, because define the culture, do's and don'ts and forms the format of the of organizational behavior. Despite a strong and coherent cultural, people also learn more about the goals of the strategy of the organization to the values and norms, sense of responsibility and commitment and the activities of the organization are satisfied that, in addition to strong management, improve morale, motivation and productivity of employees and the organization's

performance (Nasiripour et al, 2009). rich culture of the organization as a resource-rich and energy led by human resources and efficiency, the same feeling and understanding organizational goals and create a strong incentive for people and the creation of morality and spirituality of the organization, organized returns.

Rich-culture as a resource-rich and energy rich leads the organization by effective human resources and, given the same feeling and understanding to the organization's objectives and create a strong incentive for people, morality, and returns spirituality of the organization systematically.

Lack of attention to organizational culture, if lead to organization's absolute failure, don't reaching the goals and vision of the organization, at least in the process of moving the organization has created several problems, and wastes a lot of energy to solve problems caused by culture, in order to achieve the objectives. Identify and manage organizational culture helps managers with the knowledge and complete view of the situation prevailing in organization use of its strengths and weaknesses and predict necessary measures (Rahimnia and Alizadeh, 2009). In the third millennium, organizations instead of emphasis and attention to machinery and equipment, focused on human resources, seek to create a sustainable competitive advantage compared to other organizations. Organizational culture is a factor of strengthening and institutionalizing the human resources as well as an important source of human resources and strategic influence and one of the most important factors affecting productivity, growth and prosperity using the talents and capabilities of human resources organization. Therefore, recognition of the organizational culture and management in line with long-term goals and strategies of the organization can have a significant impact on the growth and development of organizations and the development of human resources is based competitive advantage.

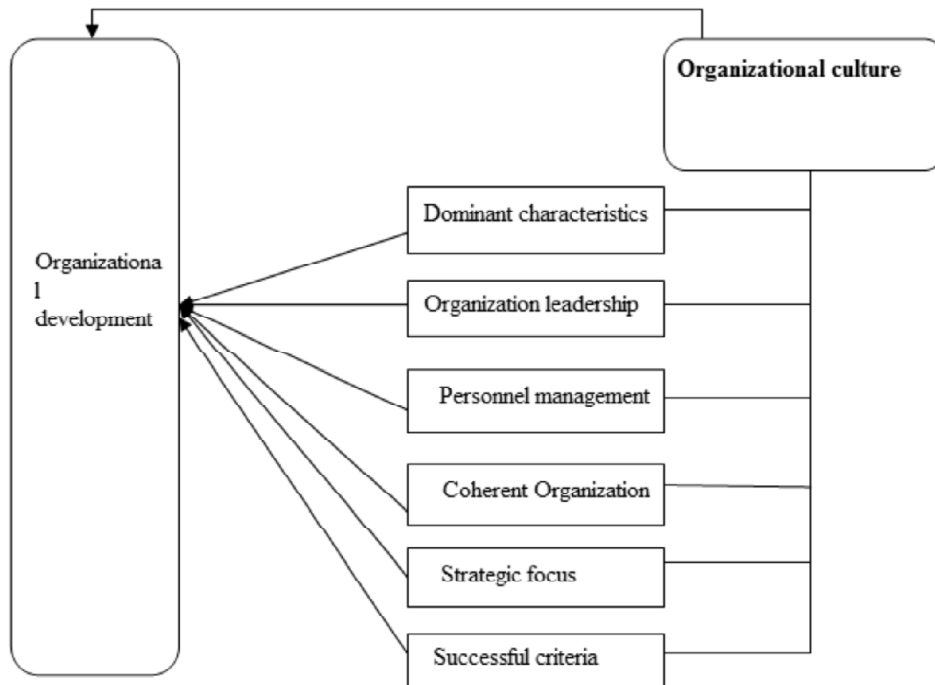
There has been little research to examine the relationship between organizational culture and administrative development sometimes have quite incidental to examine the relationship. In the literature on the relationship between organizational culture and leadership and management based on development, several studies conducted (Ali-Zadeh *et al.*, 2013). Some researchers in the field of effective communication between transformational leadership and organizational culture have confirmed. Sanjaghi *et al.* (2011) have suggested in the field organizational culture and organizational and administrative development as two variables are the most effective form of identification as to make any change in the organization we need to create an appropriate cultural context. Janik Joik (2012) in a study has suggested that the members of an organization must have the understanding and interpretation of reality and their behaviors affect the organization. It may be because we assume that organizational culture affects organizational development and organizational culture improves strategy change. On the other hand, consider culture as a context that creates any kind of change in the mechanisms, behaviors, activities and functions in the organization. Therefore,

in this respect, culture can be a unique and effective tool in the hands of managers and organizational leaders to any cultural management and organizational changes applied (Farhi, 2004). In this section, some of the same domestic and foreign research on organizational culture presented: Summary research in this area presented in Table 1:

**The design of the conceptual model**

In this study organizational culture as an independent variable in the model of Cameron and Quinn (2000) presented. This model is based on the theory Robbins is provided and multi-dimensional view of institutional and individual behavior is examined. Administrative change Variable in this version known as the dependent variable. The conceptual model presented in Figure 1.

**Figure 1: The conceptual model**  
 Adapted from Cameron and Queen (2000), Moghimi (2011) Joik and Janiki (2012)



**RESEARCH HYPOTHESES**

**The main hypothesis**

There is a significant relationship between organizational culture and administrative development in the welfare organization.

**Table 1**  
**Summarizes the literature**

<i>Year of study</i>	<i>Researcher</i>	<i>Research title</i>	<i>Results</i>
2014	Nagho Loo <i>et al.</i>	The effect of role of strategic management of resource human and human resource management in organizational change	In this article we have tried to look more closely examine human resources management. To look at the development of human resources and senior management change in thinking to the development of human resources in achieving the goals of our organization and highlight the goals and activities of the organization communicate development of human resources with the aim of organization.
2013	Ali Zadeh <i>et al.</i>	The effect of transformational leadership and organizational culture on organizational effectiveness in sport organizations	Transformational leadership directly and indirectly (through organizational culture) has a significant and positive impact on organizational effectiveness ( $p < 0.01$ ). organizational culture has a significant and positive impact on organizational effectiveness ( $p < 0.01$ ) In conclusion, it can be said that theoretical model supported by the sample data collected and therefore has better fit hypothetical model ( $c2 / df = 1.39$ and $RMSEA = 0.034$ ) with study's data.
2011	Sanjaghi <i>et al.</i>	The impact of transformational leadership on organizational culture and organizational commitment in a defense organization	The results of the analysis indicate that transformational leadership is capable of promoting the culture of entrepreneurship and hierarchical organizational commitment of employees in the organization studied.
2004	Farhi	organizational culture and communication and its role in organizational change	If we want to achieve our organizational development and change, we have to in meaning aspect means, concept, idea, strategy, vision, and vision and perspective revised according to the current situation we have created in organization. Fundamental changes in the structure fit into the concept and new ideas to create in way senior managers at mid-ring and operational body and mind into the hierarchy of dry of the bureaucratic.

*contd. table 1*

<i>Year of study</i>	<i>Researcher</i>	<i>Research title</i>	<i>Results</i>
2008	Poorkiani <i>et al.</i>	Empowerment and organizational change	While the concepts of empowerment and organizational change, explain the role of human resources in organizational development and finally the relationship between empowerment and organizational change makers in the form of graphs and different models to draw the image. In the hope that the attention of managers to be more operational.
2004	Skandari	Culture: base of Organizational Transformation	Using concentric circles, inscribed, tangent, and screw to provide models with a view to religions such as Catholicism, Protestantism and Buddhism's analyzed.
2013	Gambi	The relationship between organizational culture and quality management techniques	In this paper, to study and gather evidence about the relationship between OC and techniques QM and the impact of this relationship on the performance of the companies mentioned.
2012	Janik Joik	Impact of organizational culture to organizational change strategy	It is possible to formulate hypotheses about cause and effect relationship between certain types of organizational culture and organizational change of their strategies. The eight hypotheses about change strategies with a variety of organizational culture in this article mentioned.
2013	Poor Sadiq	National model for assessing organizational culture	This research examines fundamental aspects of organizational culture within the parameters of the study that is a national model. This paper is for studies and models to assess organizational culture in the organization of Iran. The design of this type of theory, documents, religious and comparative study based on interviews with managers designed. The questionnaire was designed by validity model and Cronbach's alpha test and the using the cokran formula that led to 0.89 that these results through descriptive and analytical use and the result shows that there is a correlation between the dimensions.



Year of study	Researcher	Research title	Results
2013	Hassani <i>et al.</i>	The role of Islamic work ethics and organizational culture on organizational commitment martyr Chamran University	To evaluate the relationship between measured variable and lies at the heart of the concept of a structural equation model used; the results show a positive correlation between the variables. Besides, mediating role of organizational commitment on organizational culture confirmed.
2011	Kawoosi <i>et al.</i>	Examines the role of culture in national media	The results of the population about the importance of cultural and HY-test results showed that many symbols from the point of view of intellectuals had the greatest influence and importance of engineering to realize the organizational culture is common

### **Secondary hypothesis**

There is a significant relationship between organizational culture (of the dominant features) and administrative development of welfare organization.

There is a significant relationship between organizational culture (of the organization leadership) and administrative development of welfare organization.

There is a significant relationship between organizational culture (of the staff management) and administrative development of welfare organization.

There is a significant relationship between organizational culture (integration of organization) and administrative development of welfare organization.

There is a significant relationship between organizational culture (of the strategic focus) and administrative development of welfare organization.

There is a significant relationship between organizational culture (of the measure of success) and administrative development of welfare organization.

### **RESEARCH METHODOLOGY**

This study, in terms of purpose is applied research and in term of method survey and the type of relationship, correlational. In this study, in addition to the library method, a questionnaire to obtain and collect the information they need about the hypotheses used. The questionnaire is presented in the form of the whole 5-item Likert. In this study, Cronbach's alpha used to determine reliability. In this study, after the distribution of research tools Cronbach's alpha coefficient 0.854 calculated, and reliability study approved. The population of the study consisted of all staff of welfare organization in Khorramabad city. The total number of people 197 people. Therefore, the number of samples in this study, 130 were determined that it should be distributed in different centers. Given the focus staff in welfare units in this study simple random sampling method used to sampling. In this study, using the following hypotheses checked:

- Mean test of a community survey to assess the indicators

### **Data analysis results**

#### **Descriptive Statistics**

Results Descriptive statistics and demographic variables of the study are presented in Table 2.

**Table 2**  
**Check the status of research demographic variables**

<i>Variable name</i>	<i>Subcategory</i>	<i>Frequency%</i>
Gender	Woman	30
	Man	70
Education	Diploma and lower	33.16
	Associate Degree	37.76
	BS	25
Age	MA	4.08
	Under 30 years	21.94
	30 to 40 years	48.98
	40 to 50 years	25
Work Experience	50 years	4.08
	Under 5 years	42.35
	5 to 10 years	43.37
	10 to 15 years	7.14
	15 to 20 years	6.12
	Above 20 years	1.02

**The results of inferential statistics**

Table 2 shows the results of investigating the relationship between cultural factors and administrative changes. The mean statues of index in the study presented in Figure 2.

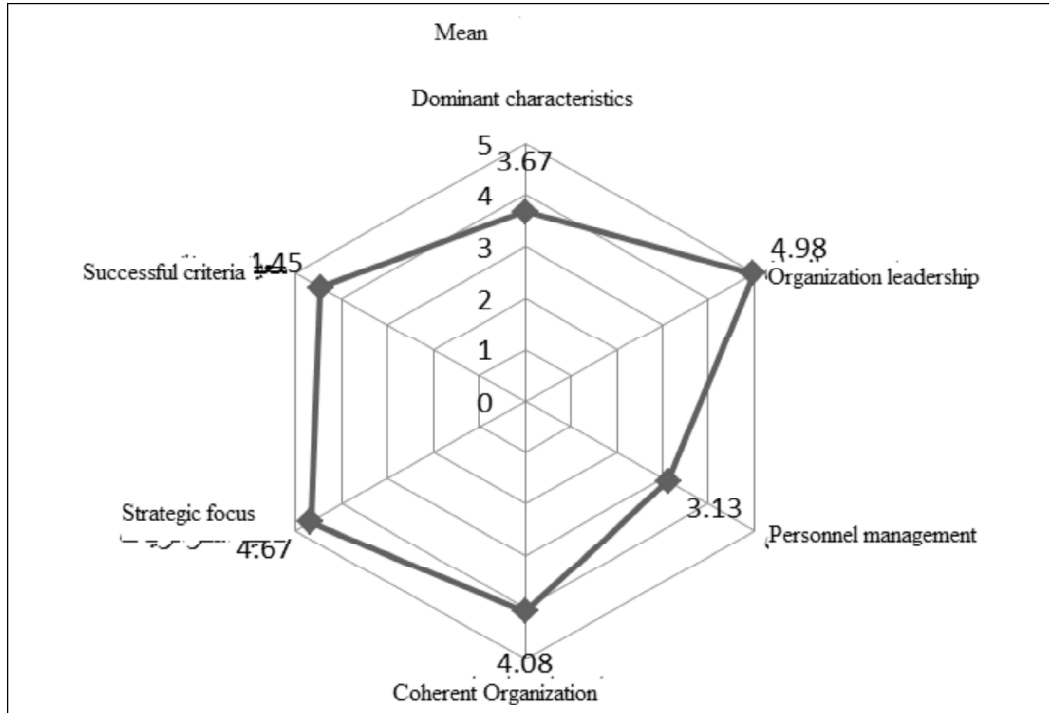
<i>Index</i>	<i>Test statistic</i>	<i>Degrees of freedom</i>	<i>Significance level</i>	<i>Average</i>	<i>Lower limit</i>	<i>Upper limit</i>
Dominant characteristics	6.48	129.00	0.000	3.67	0.47	0.88
Organization leadership	25.47	129.00	0.000	4.98	1.83	2.14
Personnel management	6.28	129.00	0.02	3.13	0.07	0.34
Coherent Organization	12.45	129.00	0.000	4.08	0.91	1.26
Strategic focus	17.88	129.00	0.000	4.67	1.49	1.86
Successful criteria	18.88	129.00	0.000	4.45	1.49	1.86

As it is clear in the graph organizational leadership with an average of 4.98, strategic focus (4.67), successful criteria (4.45), organizational cohesion (4.08), dominant feature (3.67) and personnel management (3.13), respectively, the highest and lowest impact among the variables studied on the administrative change.

The results of the test hypotheses:

In the first hypothesis tested in this study was as follow: it seems the dominant feature impact on the administrative change test statistic 6.48 calculated. This value provided positive shows that the status of the index with number 3 is significantly different. The significant level of the test 0.000 calculated, which confirms the first hypothesis.

Figure 2: Average indicators examined



In the second hypothesis tested in this study was as follow: it seems the organization leadership impact on the administrative change test statistic 25.47 calculated. This value provided positive shows that the status of the index with number 3 is significantly different. The significant level of the test 0.000 calculated, which confirms the first hypothesis.

In the third hypothesis tested in this study was as follow: it seems the personnel's management impact on the administrative change test statistic 6.28 calculated. This value provided positive shows that the status of the index with number 3 is significantly different. The significant level of the test 0.02 calculated, which confirms the first hypothesis.

In the fourth hypothesis tested in this study was as follow: it seems the coherent organization impact on the administrative change test statistic 12.45 calculated. This value provided positive shows that the status of the index with number 3 is significantly different. The significant level of the test 0.000 calculated, which confirms the first hypothesis.

In the fifth hypothesis tested in this study was as follow: it seems the strategic focus impact on the administrative change test statistic 17.88 calculated. This value provided positive shows that the status of the index with number 3 is significantly

different. The significant level of the test 0.000 calculated, which confirms the first hypothesis.

In the sixth hypothesis tested in this study was as follow: it seems the successful criteria impact on the administrative change test statistic 18.88 calculated. This value provided positive shows that the status of the index with number 3 is significantly different. The significant level of the test 0.000 calculated, which confirms the first hypothesis.

### **APPLIED RESEARCH PROPOSALS**

The main objective of this study was to examine the relationship between organizational culture and administrative development. In this context, in order to improve administrative change and reduce employee resistance to change following suggestions offered:

- Education and Communication: to eliminate the resistance must communicate with staff and members, and cause them to change, and understanding the reasons outlined. If staff members were aware of all the facts and any misunderstanding eliminated, reduce the amount of resistance. To do this, you can pay people to debate, circulars issued and the relationship between speeches and reports prepared and presented.
- Partnership: If people would change and when making decisions, they contributed scarcely possible to resist them. Before making any changes should expected from those who stand with them in opposition to invite them to participate in decision-making.
- To consider the facilities: One of the ways that can change the way of potential resistance to destroy is decreasing resistance in exchange for something of value is given to those individuals or interest that people are sure to be seen this way.
- The use of force: the use of force is the last method in the list. This means that the management of resistant groups directly threatened and forced them to carry their resistance. Examples of the use of force threatened with dismissal, demotion, loss, or low introduction letter.
- To examine the relationship between organization's leadership and administrative development showed that there is a clear connection between these two dimensions. It can used to improve the leadership and the correct style of leadership in the areas of administrative change in the organization. In this context, it is necessary to correct style of leadership as well as identified and implemented. Sometimes participative leadership style in an organization is responsive and sometimes functional style. However, research has shown that in most cases participative style of transformation and organizational change offers a better response.

- The relationship between strategic focus and administrative change this association is confirmed. Therefore, you can focus on the organization's strategic plans to expand business development. The strategy of the organization should also design to be flexible. As an obstacle to the development and adoption of strategies dry and stable development among employees.
- The relationship between management staff and administrative development the relationship between these two variables confirmed. With regard to this case can say that with the right management staff through an understanding of the needs of employees can increased among the areas of administrative development. In this context, it is necessary to pay attention to the needs of the organization and staff needs the right combination of these applications.
- The relationship between the consistency organization and the administrative changes the relationship between these two variables approved. In this context, it should be noted that integrate all units of the organization, management and employees in the form of coordination between the part can be achieved. Since the adoption of multiple administrative change is a topic that should be developed in cooperation with all sectors.
- The relationship between administrative change and the dominant feature the relationship between the two sectors has been confirmed therefore, it is suggested to improve administrative change among employees trying to basic features such as directions and goals of the organization are well explained and examined.

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