

## PATHOLOGY OF ORGANIZATIONAL CULTURE IN ZABOL UNIVERSITY OF MEDICAL SCIENCES

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***Abstract:** Today, having the desired organizational culture is one of the signs of the strength of organizations. The organizational culture is Internal foundation and nonspecific structure of the organization, that appearances based on objectives, technology, structure, politics, performance and products of the organization and it can be shows inside and outside faces of it's from view of the commitment of employees to values, principles, and attitudes. Given the important role of the organizational culture in effectiveness and desired performance of the organization, and given that the ZabolUniversity of Medical Sciences is one of the Service provider organizations in the fields of education, health and rehabilitation, the purpose of this research was study the organizational culture in this university and its distance from the desired culture. Research methodology was descriptive-analytical, and the samples were 350 people of employees and faculty, which were selected by simple random sampling. For data collection and to analyze information have been used questionnaires. The results showed that Zabol medical science university cultural conditions in such a way that from the point of view of the employees there is a difference between current situation and good condition. In other words, the current situation of organizational culture is not the employee satisfaction. Therefore, to achieve desired status, holding regular and coordination meetings between all managers at different category, in the form of horizontal and vertical, and effective communication of managers with employees is recommended.*

***Keywords:** Corporate culture; desired status; Zabol University of Medical Sciences*

### INTRODUCTION AND OBJECTIVE

Societies as human groups own cultures which guide their group actions. One of these human groups is the "organization". Organization is where people gather and work based on a coordinated and authorized organizing in order to meet the organizational goals (Afjei, 2001).

Organizations are social arrangements for controlling the process of reaching the shared goals and a place for creation of purposeful management and the needed arrangements for meeting the goals by the use of social means. Therefore, we can define organizational culture which are the dominant behaviors in the organization

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as: “a set of key values, guiding beliefs, and differences shared by the members of an organization” (Asirsic, 2001).

Organizational culture is an environment variable which differently impacts all the organization members, hence proper understanding of this structure is of a great importance for managing the organization and effective work. The organization members for resolving the issues related to external adaptation (for example the best way for participating in the global markets) and internal integration (the best way for conformity and strengthening the internal processes of the organization) as the best ways for doing this, teach their new members about their written and even non-written culture. Therefore, having the capability to change and transform the organizational culture, they can change the actions, thoughts and feeling of a great portion of the organization members (Lawsen, 2002).

Today, one of the distinguishing powers of the companies is the proper organizational culture. The organizational culture of each complex which is fully reflective of its features, attributes, strengths, and weaknesses can manifest its internal and external facets in terms of the employees’ commitment to values, principles, beliefs, and attitudes. Through studying the organizational culture of an institute, one can realize the value integrity and its employees’ commitment (Abzari & Dalvi, 2006).

It can be said that organizational culture is the very internal foundation and inconspicuous structure of the organization which is manifested based on the goals, technology, structure, policies, functions, and products of the organization and its most obvious manifestation can be seen in the behavior of employees (Amiri Kermanshahi, 1992).

Organizational culture is a set of implicit assumptions adopted jointly by the group which determines the understanding, thoughts, and reactions to the various environmental status and conditions. This definition is indicative of three important features of organizational culture: firstly, the organizational culture is transmitted to the new employees through the process of socialization, secondly it impacts the behavior of people while working, and finally the organizational culture is utilized in different levels (Critner & Kiniki, 2007).

Most of the scholars agree that organizational culture is a system of mutual understanding between the members and the organization and this feature itself distinguish two organizations from each other. An expandable system, whose members have a common understanding of it, constitutes of a set, valued and respected by the organization (Rose *et al.*, 2003).

Indeed, it should be noted due to the complex nature of organizational culture concept, there are no common frameworks and models for investigation and identification of it (Rose *et al.*, 2003).

Studying the organizational culture is important since through this investigation, the shortcomings and differences between the current status of the organization and its desirable status can be determined. Another point of note is that the successful continuance of an organization's activities depends on the presence of employees with high organizational culture who are committed to their responsibilities and respect the vocational ethics, safety and etc. (Abzari & Dalvi, 2006).

In the last two decades, the industrial countries have noticed a strategic and determining factor for success or failure of the business companies and firms which was not previously considered. This is the very matter of organizational culture. The successful firms worldwide, especially those with high degrees of safety, claim that they have managed most of these successes through strengthening organizational culture. In other words, a strong and consistent organizational culture leads in more effective roles of the employees in a system and quicker meeting the goals.

Although there are different views on the elements and components of organizational culture, there is an agreement organizational culture denotes a system of concepts shared by the majority of the organization members and distinguishes it from other organizations. There are common variables among various views proposed on organizational culture. These variables are: risk taking and innovation, motivation, identity (loyalty), consistency and harmony, common goals, stability, result orientation, communication, group work, focus on operation and monitoring method (Abzari *et al.*, 2008).

The mentioned remarks on organizational culture features are indicative of the role of organization's culture in effectiveness and desired function of the organization. In this regard, it is expected Zabol University of Medical Sciences which is among the organizations providing services in education, health, treatment, and rehabilitation, by investigating its organizational culture and proper feedback, provide more desired performance. Therefore, the current study aimed at analyzing and interpreting the components of organizational culture with regards to cultural pathology.

## **REVIEW OF RELATED LITERATURE**

There have been several studies conducted on organizational culture which are mentioned as follows:

### **The Conceptual Model of the Study**

Investigating the studies conducted so far, the components extracted from these studies which are used for formation of a new questionnaire are as follows:

**Table 1**  
**The related literature**

<i>Organizational culture has an important effect in implementation of pervasive quality management</i>	<i>Organization culture and organizational development</i>	<i>Denison and Spertires (1991)</i>
There is a difference between the current status and desirable status	Multi-method analysis of organizational culture using the modified version of Denison organizational culture study	Lakas (2010)
The current organizational culture in these organizations has a positive effect on job satisfaction and negative effect on leaving the organization.	The effect of organizational culture on job satisfaction and inclination for leaving the organization	Macintach and Doherty (2010)
There is a difference between the current status and desirable status	The current, desirable, and obsolete culture: dynamic organizational change	Brison (2008)
Initiation of change in organizational culture and managing it for achieving the desirable organizational culture	Restructuring the relationships: recognition of organizational culture for initiation of changes	Green (2007)
The necessity of changes in organizational culture of these units and changing organizational culture	Features (variables) of organizational culture in maintenance units of two atomic energy factories in northern Europe	Rayman <i>et al.</i> (2005)
There is a difference between the current status and desirable status	Investigation of organizational culture components with cultural pathology approach	Abzari <i>et al.</i> (2008)
Organizational culture aims at introducing it to the organization's members and creating proper solutions for resolving the organization's problems both inside and outside of it	The concept of organizational culture from various view points	Asgarian (2009)
The employees are not satisfied with organizational culture	Investigation of current and desirable organizational culture from the viewpoint of the employees	Mohammad Zade <i>et al.</i> (2010)
Organizational culture (the atmosphere and behavior of silence) dominates the organization.	determination of organizational culture role in organizational silence in public section	Danayi Fard <i>et al.</i> (2011)

1. Creativity and innovation: the rate of employees' encouragement for showing innovation (Robins, 1999).
2. Risk taking: the rate of supporting the employees for pursuing the risks (Robins, 1999).
3. Considering the details: the rate to which the employees should consider the details, be precise, and analyze the tasks (Poor Kazemi & Shakeri, 2009).
4. Considering the result: the rate of management concern for the process and how the tasks are done (Ostad Hasanloo, 2011).
5. Considering the organization members: the rate of managers' consideration for the employees (Ostad Hasanloo, 2011).
6. The effects of decisions on the employees: the rate of effectiveness of management decisions on the employees.
7. Considering the team: having a common goal shared by the members and decision making through discussions and talks and establishing a flexible working process for resolving the issues of organization (Ostad Hasanloo, 2011).
8. Ambition and adventure-seeking: adventure-seeking is a factor in employees and organization promotion (Rostami, 2009).
9. Stability: the rate of organization's sustainability and stability. An organization with the stability and consistency culture enjoys a stronger and stable culture besides a high integration. The fact that the members' behavior derives from a set of fundamental values even though the leaders' views are different from those of the followers, but they have the ability to reach an agreement (Denison, 2001).

However, since every research activity requires a conceptual model, firstly the variables of organizational culture were identified using desk study. Then, for investigating the mentioned variables, a questionnaire was designed and distributed between the faculty members as well as the managers and specialists. For the next stage, by investigating the view of the experts and specialists, table 1 was designed about organizational culture variables.

**Table 2**  
**The components of organizational culture**

Innovation and creativity	the components of organizational culture
Risk-taking	
Considering the details	
Considering the results	
Considering the organization's members	
The effects of decision's results on the employees	
Considering the team	
Ambition and adventure-taking stability	

### **Research hypotheses**

Based on the above mentioned variables, the research hypotheses are proposed as follows:

1. There is a significant difference between the current status and desirable status in terms of “creativity and innovation” in Zabol University of Medical Sciences.
2. There is a significant difference between the current status and desirable status in terms of “risk taking” in Zabol University of Medical Sciences.
3. There is a significant difference between the current status and desirable status in terms of “considering the details” in Zabol University of Medical Sciences.
4. There is a significant difference between the current status and desirable status in terms of “considering the result” in Zabol University of Medical Sciences.
5. There is a significant difference between the current status and desirable status in terms of “considering the organization’s members” in Zabol University of Medical Sciences.
6. There is a significant difference between the current status and desirable status in terms of “the effects of decisions on employees” in Zabol University of Medical Sciences.
7. There is a significant difference between the current status and desirable status in terms of “considering the team” in Zabol University of Medical Sciences.
8. There is a significant difference between the current status and desirable status in terms of “ambition and adventure-taking” in Zabol University of Medical Sciences.
9. There is a significant difference between the current status and desirable status in terms of “stability” in Zabol University of Medical Sciences.

### **METHODOLOGY**

The current study is applied in terms of the objectives and descriptive-analytic in terms of method of research. For data collection, a modified version of Robins’ questionnaire was used. It should be noted that in this study the data about the current and desirable statuses were collected using a survey. These data were analyzed by the appropriate statistical tests. Inferential statistic were used for testing the research hypotheses (one-variable t-test and hotelling t-test). The statistical population of the study was the employees of Zabol University of Medical Sciences from which 350 faculty members and employees were chosen as the samples by

the simple random sampling. A questionnaire was used for data collection which includes 60 questions (4 questions about demographic data and 56 questions about organization’s culture components including creativity and innovation, risk taking, considering the details, considering the result, considering the organization members, the effects of decisions on the employees, considering the team, ambition and adventure-taking, and stability). The reliability of the test was determined by alpha-Cronbach. It was calculated Hossein Ali Jahed (2006) as 0.87 by alpha-Cronbach in SPSS.

**Table 2**  
**Cronbach alpha**

	<i>Goodstatus</i>		<i>The present status</i>	
Alpha	N		Alpha	N
0.870	56		0.898	56

**RESULTS**

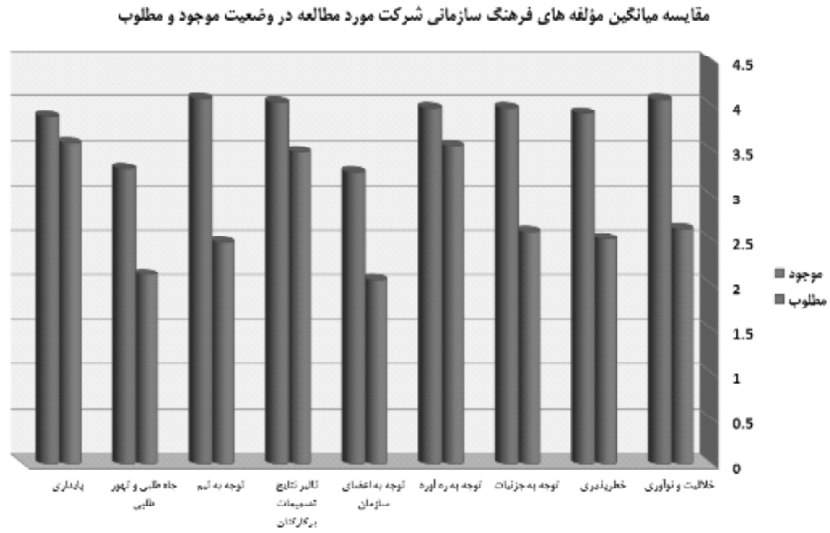
*The comparison of the components of organizational culture the Zabol University of Medical Sciences in current status and the ideal*

**Table 3**  
**Comparison of the components of organizational culture the Zabol University of Medical Sciences in current status and the ideal**

<i>p</i>	<i>t</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	
0.001	-11.13	0.497	1.437-	0.418	4.06	0.558	2.62	Innovation and creativity
0.001	-10.53	0.492	1.409-	0.439	3.91	0.599	2.51	Risk-taking
0.001	-8.11	0.486	1.380-	0.495	3.97	0.574	2.59	Considering the details
0.001	-3.69	0.494	0.417-	0.566	3.97	0.674	3.55	Considering the results
0.001	-6.22	0.398	1.197-	0.502	3.25	0.491	2.05	Considering the organization’s members
0.001	-4.84	0.509	0.549-	0.529	4.03	0.641	3.48	The effects of decision’s results on the employees
0.001	-16.83	0.491	1.597-	0.419	4.07	0.599	2.47	Considering the team
0.001	-3.57	0.394	1.191-	0.493	3.29	0.442	2.11	Ambition and adventure-taking
0.001	-3.09	0.455	0.291-	0.524	3.87	0.604	3.58	stability

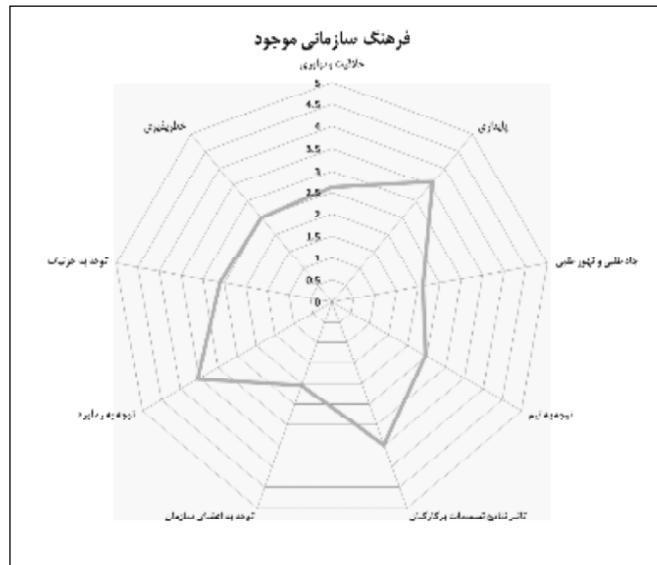
Based on the results in the above table, since the t-statistic is significant in error level of 5%, there is a significant difference in components of organizational culture between the current status and desirable status. Also, the means differences are indicative of the gap between the current status and desirable status.

Figure 2: The comparison of means of organizational culture components in the studied organization (current and desirable status)



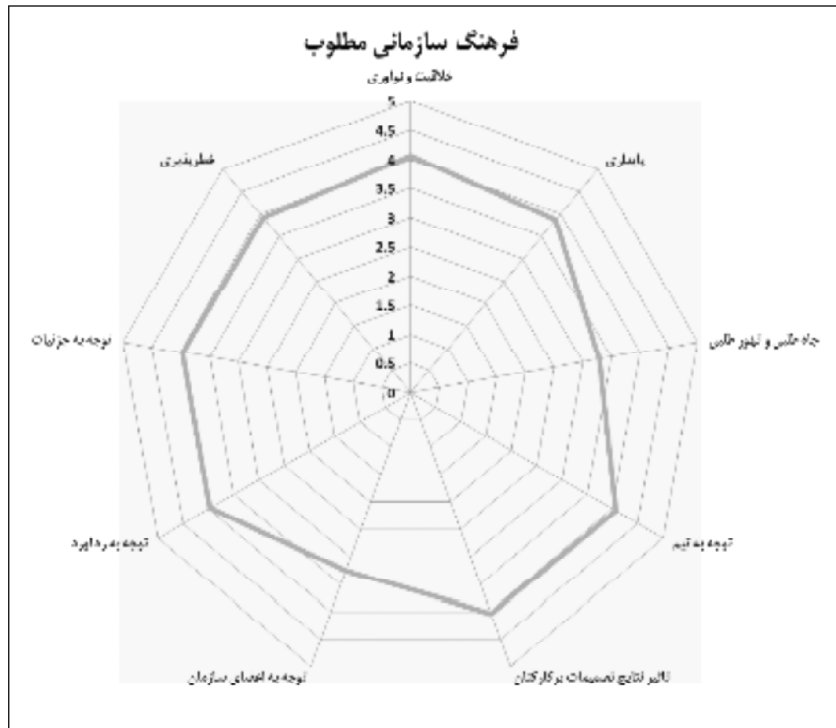
According to the results, the highest means difference between the current status and desirable status belongs to the variable “considering the team” with mean difference -1.597 and second to it, is variable “the effects of decision results on employees” with mean difference -1.549. The lowest mean difference between the current status and desirable status belongs to variable “stability” with -0.291 and after that, the variable “considering the result” with -0.417.

Figure 4: The components of organizational culture in the current status





**Figure 5: The components of organizational culture in the desirable status**



So, it can be said with the significance of the differences between the means, the components “considering the results”, “the effects of decision results on the employees”, and “stability” are among the cultural strengths of this organization and the components “creativity and innovation”, “considering the details”, “risk-taking”, and “considering the team”, are among the components which can be basically improved in this university’s organizational culture, in order to achieve the desirable organizational culture. The components “ambition and adventure-taking” and “considering the organization’s members” require more attention and efforts for achieving the desirable status.

### **Hypotheses Testing**

There is a significant difference between the current status and desirable status of “components of organizational culture” in Zabol University of Medical Sciences.

To avoid prolongation, the information of the nine hypotheses is presented in the above table. It indicates that there is a significant difference between the current status and desirable status of all the nine “components of organizational culture” in Zabol University of Medical Sciences, so all of them are approved.

**Table 4**  
**Comparison of the components of organizational culture the Zabol University of Medical Sciences in current status and the ideal**

<i>p</i>	<i>t</i>	<i>Difference of current and ideal status</i>		<i>ideal</i>		<i>current</i>		<i>components</i>
		<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	<i>SD</i>	<i>Mean</i>	
0.001	11.13-	0.497	1.437-	0.418	4.06	0.558	2.62	Innovation and creativity
0.001	10.53-	0.492	1.409-	0.439	3.91	0.599	2.51	Risk-taking
0.001	8.11-	0.486	1.380-	0.495	3.97	0.574	2.59	Considering the details
0.001	3.69-	0.494	0.417-	0.566	3.97	0.674	3.55	Considering the results
0.001	6.22-	0.398	1.197-	0.502	3.25	0.491	2.05	Considering the organization's members
0.001	4.84-	0.509	0.549-	0.529	4.03	0.641	3.48	The effects of decision's results on the employees
0.001	16.83-	0.491	1.597-	0.419	4.07	0.599	2.47	Considering the team
0.001	3.57-	0.394	1.191-	0.493	3.29	0.442	2.11	Ambition and adventure-taking
0.001	3.09-	0.455	0.291-	0.524	3.87	0.604	3.58	stability

### Hypotheses Analysis

1. There is a significant difference between the current status and desirable status in terms of "creativity and innovation" in Zabol University of Medical Sciences: the results also indicated that there is a significant difference between the current status and desirable status. In other words, a consistent and integrated environment based on trust and mutual confidence in the organization has a positive relationship with creativity and an important effect on the performance (Asadi, 2001). Therefore, by providing proper resources and freedom for innovative efforts and giving rewards, we should increase creativity and innovation in Zabol University of Medical Sciences.
2. There is a significant difference between the current status and desirable status in terms of "risk taking" in Zabol University of Medical Sciences: the results again approved that there is a significant difference between the current status and desirable status in terms of "risk taking". It is revealed in Zabol University of Medical Sciences, most of people seek to reduce ambiguities and there is little desire to take risks. Therefore, they are to a high degree dependent on the regulations, circulars, and rules and are accustomed to them. Also, the results indicate that in the mentioned organization, the employees are used to ensuring about their managers, supervisors and colleagues remarks more by documents and letters. So, by paying due attention to technical aspects and extending the criticism-tolerance capacity and challenging the duties, we should try to increase risk-taking in Zabol University of Medical Sciences.

3. There is a significant difference between the current status and desirable status in terms of “considering the details” in Zabol University of Medical Sciences: The results also indicated that there is a significant difference between the current status and desirable status in terms of “considering the details” in Zabol University of Medical Sciences. Considering the details means subtlety which is a great aid for obviating the ambiguities and misunderstandings and plays an important role in communication and creative interactions. The managers’ decisiveness in speech, behavior, and decisions besides their subtlety make the employees trust them. Therefore, by excessive focusing on the processes and how the tasks are done and avoiding allocation of too much time to trivial tasks, we should try to increase considering the details in Zabol University of Medical Sciences.
4. There is a significant difference between the current status and desirable status in terms of “considering the result” in Zabol University of Medical Sciences: the results also showed that there is a significant difference between the current status and desirable status in terms of “considering the result” in Zabol University of Medical Sciences. Considering the results leads in ignoring the rules and regulations to get to the results in most cases. So, observation of the employees is greatly reduced. Therefore, by holding regular meeting and defining and precisely assessing the results of performance besides processes and people’s performance pathology, we should try to increase considering the results in Zabol University of Medical Sciences.
5. There is a significant difference between the current status and desirable status in terms of “considering the organization’s members” in Zabol University of Medical Sciences: the results also indicated that there is a significant difference between the current status and desirable status in terms of “considering the organization’s members” in Zabol University of Medical Sciences. It can be said the more the attention to organization members is increased in Zabol Medical University, the more they feel they are trusted by the organization (Zahedi, 2003). Therefore, by strengthening the human relationships with the colleagues and effective communication besides more listening to others, we should try to increase considering the organization members in Zabol University of Medical Sciences.
6. There is a significant difference between the current status and desirable status in terms of “the effects of decisions on employees” in Zabol University of Medical Sciences: The results again showed that there is a significant difference between the current status and desirable status in terms of “the effects of decisions on employees”. It can be said familiarity of the employees with organization’s goals and appreciating them lead to increase in the employees’ performance and creativity. Therefore, by highlighting the goals and exposing

them to the employees, we should try to increase the effects of decisions on employees in Zabol University of Medical Sciences.

7. There is a significant difference between the current status and desirable status in terms of “considering the team” in Zabol University of Medical Sciences: the results also indicated that there is a significant difference between the current status and desirable status in terms of “considering the team”. Considering the team leads to organization members having a positive view on their colleagues and managers and trust them more, since they ensure that others are not always acting in their own favor and the employees’ interests are also considered. It can be said considering the team, identity, and group solidarity has a positive relationship with mutual trust between people and organization, since under this relationship, collective benefits have priority over individual benefits and people interact creatively and positively. The studies also show that considering the team leads to decrease in negative feelings and increase in positive feelings (Gholi Poor et al, 2008). Therefore, by providing the chances of choosing the working group and colleagues and strengthening the spirit of team work in the employees, we should try to increase considering the team in Zabol University of Medical Sciences.
8. There is a significant difference between the current status and desirable status in terms of “ambition and adventure-taking” in Zabol University of Medical Sciences: the results also indicated that there is a significant difference between the current status and desirable status in terms of “ambition and adventure-taking”. The existence of hierarchical relationships, the official flow of information, lack of open relationship between the employees and managers, delegation, and low contribution lead to reduction in ambition and adventure-taking. The current study indicates that now the new ideas are not spiritually rewarded while paying attention to rewards, in a way which implies a sense of competence, usefulness, and satisfaction, will improve the employees’ sense of belonging. One of the effective ways is giving the employees feedback about the results of their efforts which is apparently absent in this university. Feedback is effective in both positive and negative aspects, so by rewarding the new ideas and increasing the employees’ sense of competence, usefulness, and satisfaction, we should try to increase ambition and adventure-taking in Zabol University of Medical Sciences.
9. There is a significant difference between the current status and desirable status in terms of “stability” in Zabol University of Medical Sciences: the results also indicated that there is a significant difference between the current status and desirable status in terms of “stability”. The studies reveal that there is a great sensitivity about newly recruited employees which can be reduced through familiarizing them with the organizational culture. Therefore, by establishing a close relationship between the managers and employees and ensuring them

about the job security, we should try to increase stability in Zabol University of Medical Sciences.

## DISCUSSION

As it is reflected in statistical analysis results, the cultural conditions of Zabol University of Medical Sciences are in such a way as there is a difference between the current status and desirable status from the viewpoint of the employees. In other words, the employees are not satisfied with the current condition of organizational culture. Regarding the studied nine components also the conditions are the same, except for the components "considering the results", "the effects of decision results on the employees", and "stability" which are above average. Indeed, regarding the nature Zabol University of Medical Sciences which operates in both educational and administrative sections and it is expected to handle various tasks which are most of the times highly complicated, stability and considering the results are two positive tasks accomplished by the managers of Zabol University of Medical Sciences who have coordinated the stability of employees with their work results.

The results of Mohammad Zade *et al.* (2010) also indicated that the employees are not satisfied with the current organizational culture of Welfare Organization and all the components of organizational culture except for "control" component, are far from desirable organizational culture.

Slamani Nejad *et al.* (2012) also indicated that some aspects of organizational culture are not desirable in Islamic Azad University Taft Branch.

Abzari *et al.* (2008) investigating the components of organizational culture with regards to cultural pathology indicated that about the tested components in the studied sample, there was a significant difference between the current status and desirable status. Also, the means of the components "risk-taking and innovation", "identity", "consistency and coordination", and "common goals" were below average in the current status and the rest of components were above average.

As it is observed, the conditions are the same in the governmental organizations of Iran, studies so far and there is a gap between the current status and desirable status.

Investigating the foreign studies, again the same conditions were observed in some of them:

Lakas (2010) also indicated there is a difference between the current status and desirable status in a multi-method analysis of organizational culture using the modified version of Denison's study on organizational culture.

Brisson (2008) investigating the current and desirable statuses of the culture indicated that there is a difference between the current status and desirable status, and organizational changes for achieving the desirable status is required.

Indeed, the current study is the first one about organizational culture in Zabol University of Medical Sciences. Therefore, regarding the obtained results, the necessity and importance of paying attention to organizational culture can be understood. The current study was conducted based on western theoretical frameworks which may not fully conform to the Iranian geographical and cultural conditions. Studies primarily based on a combination of qualitative and quantitative studies and determining the aspects of organizational culture in Iran will be desirable.

Regarding the organizational culture management model of Robins (1999) and considering the current and desirable statuses of organizational culture in Zabol University of Medical Sciences, it can be said about management of organizational culture in Zabol University of Medical Sciences that by implementation of change programs, the current status can be elevated to desirable status, as all the components become desirable as shown in figures 4 and 5.

Regarding the crucial effect of organizational culture on the organization's effectiveness and performance and determining a long-term goal for achieving an increase in organizational effectiveness in Zabol University of Medical Sciences in future, in case the suggestions are accomplished and organizational culture meet desirable status, the individual effectiveness (including the rise in individual's performance, higher interest of employees in working for the organization, and increase in satisfaction and organizational commitment), group effectiveness (including an increase in group performance and group work interest), and organizational effectiveness (including increase in organizational performance, organizational innovation, customer's satisfaction, and activities related to social responsibility) will be increased and the stable effectiveness of the organization will be formed base on the desirable organizational culture.

The organizational culture has a considerable effect on productivity as well as promotion of innovation, creativity and quality of the organizations. Therefore, planning and wise treatment of organizational culture can aid the organization in achieving its major goals. The results of the study indicated that there is significant difference between current status and desirable status in viewpoint of the employees. Considering that the values of the current culture are significantly lower than the average desirable culture values. The organization managers should be cautious about the gap between the current culture and desirable culture and put more efforts for better recognition of desirable culture of the experts and take the organizational culture to the desirable levels as close as possible.

The organization managers can affect the thoughts, feelings and desires of their subordinate employees, especially in university level, by trust building, anticipation, mutual respect, considering the employees, delegation, avoiding any biases, and increasing the motivation, so the educated staff (members of faculty) can work in an attractive group environment.

## **SUGGESTIONS**

Regarding the proposed suggestions in the related studies in Iran and the results from the analysis of the current study, despite the gap between the current and desirable components of organizational culture and also the conditions of Zabol University of Medical Sciences, for facilitating the obviation of shortcoming extracted from the study's results, the following suggestions for each component can be considered for changing the culture and achieving the desirable cultural status:

### **Innovation and Creativity**

- Preparing the proper financial and research facilities for innovative activities
- Sufficient freedom for doing innovative activities and efforts (higher delegations in some layers of the organization)
- Using the results obtained from innovative activities and properly rewarding the innovative members
- Avoiding referring the tasks to higher levels for decision -making
- Reviewing the rewarding systems in way the members do not feel any discriminations
- Establishing a learning cycle in a way members continuously learn and are made to think

### **Risk-taking**

- Paying attention to technical and professional aspects of people
- Extending the criticism-tolerance capacity especially in higher levels
- Discussing and emphasizing on people efforts in the meetings
- Sufficient freedom for doing the tasks and people's efforts
- Challenging the people's tasks in a way they feel they are successful

### **Considering the Details**

- Excessive focusing on the processes and how the tasks are done
- avoiding allocation of too much time to trivial tasks

### **Considering the results**

- Holding regular meetings with all the managers from all the levels (both horizontally and vertically) attending for assessing the results of the activities

- Defining and precisely assessing the performance in a way all the members know about the results
- Holding training sessions for pathology of processes and members' performance

#### **Considering the Organization's Members**

- Studying the organizational structure and setting it in a way which is better for the employees activities
- Strengthening the human relationships with the colleagues, especially by the managers
- Avoiding emotions while communicating with others
- Talking calmly to others for more effective relationships
- Interest in listening more to others

#### **The Effects of Decisions Results on the Employees**

- Highlighting the goals and exposing them to others by spectacular boards in proper places and placing them on the organization's intranet.
- Ensuring about the employees to see if they are familiar with the goals and appreciate them.

#### **Considering the Team**

- Providing the employees with the chance of choosing their own working group
- Providing the employees with the chance of choosing their own colleagues
- Promoting and strengthening the work group between the members and the groups
- Management consideration for coordination between the employees
- Considering the cases that inflect the consistency and integration from the employees' viewpoint, for example doing activities by interests instead of doing them according to regulations. By the way, the systematic view should be dominant in whole organization.

#### **Ambition and Adventure-taking**

- Considering the conformity of members' interest with the nature of duties (ensuring that members like what they do temporarily and permanently).
- Paying rewards in a way the members do not feel any discriminations. It is suggested the system of rewarding in Zabol University of Medical sciences be



studied and the rewards be according to performance. This system is accepted by all the employees.

- Paying attention to rewards in a way the members feel they are competent, satisfied, and useful. This helps their sense of belonging.

### **Stability**

- Close presence and communication of managers with employees and ensuring them about their job security.
- Investigation of reasons for employees' reluctance to stay in Zabol University of Medical Sciences with the current conditions, despite this is one of their expectations and interests in desirable status.
- Disambiguation of the allocated duties by close communication and explaining to the employees.
- Studies indicate that in the case of newly recruited employees, there is a significant sensitivity which can be reduced through familiarizing them with organizational culture.
- Paying attention to the solutions that increase employees' safety and welfare prior to changing their recruitment status.

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