Organizational culture in the education system

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ARTICLE INFO

ABSTRACT

Objective: The goal of this research is to examine organizational culture in the education and the fines culture and organizational culture and its relationship with education. It is a library research and data collection tools were book. **Methodology:** It discusses organizational culture in education system and influence organizational culture on education and also their relationship. Ht finally concluded that organizational culture is a collection of values, beliefs, ideas and common hypotheses on organization. **Results:** It affects behavior and idea of human force in education and help them to adapt with external environment and internal consistency. If organizational culture domination is a powerful, positive, healthy and variable culture, we will witness change of human force in educational system and high advantage. **Conclusion:** Organizational culture gives or organizational identity to personnel. Therefore, ability of managers to attract, train and take care of talented and creative personnel improves educational use.

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1. Introduction

Culture of every organization is exactly related to duties and performance of management of the organization. By setting limitation for manage we can define what to do and what should not do for manager. In other words, culture in every organization plays the role of a filter in which every action of manage should be confirmed by culture of the organization and passes that filter otherwise it is not according to values and not confirmed by majority of organization`s members. Decisions of managers don't occur in vacuum it is influenced by factors. one of the most important of these factors is organizational culture (Cook & Yanow, 1993).

Organization like people have stable characteristic in some field that help experts of organization and management to predict behaviors and attitudes of organizational members these stable characteristics are called organizational culture organization culture gives members a specific identity and they are differentiated by this identity from other organizations. since organizational culture is characteristics and features of each organization if you don't direct culture directs you. culture means common values between members of a group can be a family an organization or a country the influence of culture nationally is known but the term organizational culture is a very new term in literature of management. The significant point is that good or bad culture is meaningless. Managers should be aware that organizational culture be consistent with organizational missions and strategies the criterion about a culture is the extent of its consistency with duties at that organization. Organizational culture is a two bladed sword. It is a background to facilitate organizational goals. the second blade of organizational culture is a dam on changes in the organization. Main change and organization culture are related to teach changing team since culture of organization is characteristics of each organization, this article examines organizational culture in organizations especially educational organizational.

1.1. Review of literature and back ground of organizational culture:

The organizational culture term become common from 1980 by ouchi, Peters and Waterman. ouchi is the first people that considers analysis of cultures of groups by some organizations. A study of success reasons in 1980 convinced Americans that organizational culture is the important introduction to explain efficiency in American and japans companies (Morhead & Girifin, 2005).

At the beginning of 1980 organizational culture is the basis for organizational behavior. Researchers started research and study. Many books were published. Famous journals devoted all the numbers to discussion about culture and approximately some of these books that lack a chapter for organization culture is useless. In business paid attention to organizational culture which is beyond other discussions about organizational behavior. Al though interest of 1980 has reduced but organizational culture has maintained its importance. In the last 40 years many studies have concentrated on organizational culture and performance of the organization. This theoretical foundation shows value of the organization. previous studies show positive effect of organizational culture on organizations performance. Management scientists express that culture of organization is a suitable tool to reinforce organizational and performance of them (Jing & Averi, 2008).

1.2. lexical definition of culture

Lexical culture is a Persian word consist of 2 ports of "far" and "hang". Far mean in front and "hang" means "narrow road" and conveys extracting. In English and French, the word culture is used and it means planting. The concept of culture after 1750 was used in Germany for the first time.(Moshbaki, 2002) the first person who extracted culture from classical definition and used it as civilization was Edward bunt Tylor an English anthropologist who published a book called primitive culture in 187 and expressed culture as a complete collection of knowledge, belief, art, morality, rule and traditions. Although this definition is not real but includes all territory for sociologists and other sciences. According to American scientist, culture means all available tools and traditions, beliefs, knowledge. Art and society's organizations. By presence of culture in society human beings become a social creature and becomes adapted with the environment and distinguishes from other in people in the society.

2. Materials and methods

2.1. The concept of organizational culture

A new idea was created by combination of two words of culture and organization and none of these two words includes it. Organization is a metaphor for order while elements of culture are not in order. culture helps to talk about other subjects except technical subject and creates a kind of order. Therefore, we can say culture in an organization is like personality in an individual. Generally organizational culture is understanding that people have of their organization and it doesn't exist in individual or organization. Specific characteristic in an organization shows usual features that distinguishes organizations from each other (Moshbaki, 2002)

Organization culture is general planning that distinguishes members at organizational from each other. Organizational cultures have historical foundation. It means that we can't distinguish between organizational culture and history. Organizational culture doesn't happen suddenly and accidently. many experts believe that organizational culture is a system at common induction that people have towards each other. This feature distinguishes 2 organizations (Robins, 1999). Organizational culture determines organizational role and creates a kind of commitment to something that is more than personal benefits (Abzari & Dalvi, 2007).

Organizational culture covers everything in the organization and is a tool to reinforce organizational culture. It helps people to understand performance of the organization (Dirani, 2009). Up to last decades organizations were considered as tools to coordinate and control people for goals. A deep kook at organizational culture shows that organizational culture is a system at common concepts or a collection of key parts that constitute organizational goals. therefore, organizational culture clarifies doing function in the organization for personnel's (Asemipour, 1997).

2.2. Definitions of organizational culture

One of the surprising cases in organizational culture and in contrast to other concepts is lacking a comprehensive definition and obstacles for culture. In fact, it seems that every researcher should offer his definition. Therefore, presented definitions for every organizational culture includes a range of general definitions and specific definitions.

Daft and Lane (2007) consider organizational culture as a collection of values beliefs, understand and way of thinking in which group members have commonality or something that is instructed to new members as a phenomenon and it shows unwritten part (Daft & Lane, 2007). Robins (1999) considers organizational culture as a collection of common concepts and distinguishes then from other organizations (Robins,1999).

Harrison (1972) considers organizational culture as a collection of ideologies and values that exist in every from of the organization and directs members of the organization (Harrison,1972). The first definitions of organizational culture emphasize concepts in which an orderly collection of organizational behavior in some organizational situations is created. According to Wilson (2003) organizational culture is defined as traditional methods of thinking and new-comers should learn and accept it (Wilson, 2003).

Wilson (2003) consider organizational culture as values, ideologies and hypotheses that directs people. It seems the most acceptable definition are considered organizational culture as a system of common understanding and this feature distinguishes the organization. This system that members have a common understanding of it. In includes a collection of key characteristics valuable for organization (Robins,1999)

Based on these definitions we can say that organization culture is a collection of beliefs, ideas, values and fundamental behavioral models acceptable for most people in the organization. this collection affects attitudes and behaviors and performance of the organization. In fact, organizational culture is personality of the organization.

2.3. The role and importance of organizational culture

In an organization, culture plays different roles or has different duties:
- organizational border, distinguishes organization.
- injects a kind of identity to body of members.
- cultures create a kind of commitment to personal benefit.
- socially culture is a label that can connects parts of the organizations by presenting suitable standards (related to what members should say or do).
- finally, culture is a controlling factor that forms ideas and behavior at personnel. It is the last duty or role of culture (Robins, 1999).

Every organization has specific culture that includes rules and regulations and specific language to facilitate relationship between members. Criteria for main dimensions that should be accepted and stable traditions about relationship of members and other people. So that we can tell members how to behave in the organization as a representative. Of course, a part of organizational culture is related to written rules and regulation but the influence of not written cases is more important at first glance. The main role of organizational culture is to increase ability of people for internal adaptation subjects and internal consistency. All the organization consider these 2 subjects.

2.4. Characteristics of organizational culture

If we consider culture as a system of common understanding of characteristics valuable for the organization.10 characteristics are.

1- Indiridual creativity: responsibility, freedom of action and in dependence.

2- Risk taking: The extent people are encouraged to spend innovation and take risks.

3- Leadership: The extent that organizations determine goals and expected function.

4- consistency:Coording of units in the organization.

5- Support of management: The level of relationship between managers and subordinates. help them or support them.

6- Control: The number of rules and regulation and direct supervision of managers on people.

7- Identity: The extent people consider organization as their ID.

8- Award system: The extent that award system is based on performance of personnel's interest or favoritism.

9- Adaptation whit phenomenon of contrast: The extent people are encouraging to adapt whit contrasts and accept clear criticisms.

10- Relationship models: The extent relationship is limited to hierarchy of requirements.

2.5. The process of change in the organization

Although change in the culture of organization is difficult but is not impossible. when cultural change is influential that happens in specific situation. Evidence shows that cultural changes happens when there are four following factors (Robins, 1999).

1- There is an important crisis: This problem can change present situation and question logical dimensions of dominate culture. Examples are actual financial situation of company, costs imposed by one of the customers or technological change that rival company it.

2- Replacement of leadership: when the highest organizational position changes, it can bring values in to the organization which is a kind of serious change.

3- Newly-emerges and small organization: culture change in a new and small organization is easier. culture in new organization is stronger. Also transition of new values to managers is easier in small organizations.

4- Weak culture: If culture is pervasive and all members agree on its values, change doesn't face many problems. weak culture changes easily. If all situation exists, we cannot claim that certainly culture of organization changes. Main changes need long-term time period. Therefore, organizational culture has serious effect on behavior of people especially in Short-term rarely manager can affect in this way (Robins, 1999).

According to diversity of related subject's whit culture many factors can be introduced that influence culture of society and organization. These main factors include: climatic situation, geographical position, religion, system of society (at macro or micro level).

Each of these factors are influential in creating and reinforcement of culture and also historical factors are important. What distinguishes other organizations is that leaders of this organization face pressures like: complex rules of political intervention and rules created by cyclical elections in offices and short-time nominations. Because these factors automatically influence organization. Another factor affecting culture of organization is culture of society. Organization culture has a twoway relationship culture of organization. Each organization has its special feature which is different from culture of other organization. Culture of organization is a collection of concepts processed in the organization but always culture of society influences social and historical processes. Culture of society affects culture of organizations and organizational cultures influence cultural movement of society.

3. Discussion and results

3.1. The influence of organizational culture on performance of organizations

Researches shows that organizational culture affects all dimensions of organization. In organizations nothing happens far away from organizational culture. researches show that the effect of organizational culture in directing organization is more than other environmental factors. Managers try to create change in strategies and structures so that are not consistent with identity of organization, but they fail (Robins,1999)

Organizational culture affects organization performance by establishing and improving specific behavioral patterns. studies about the reasons for success of organization show that behavioral patterns improve and creativity in these organizations. These behavioral patterns include risk-taking, positive attitude to innovation and creativity in these organization, trust, open relationship, group work, respect, common goal, independence, lack of concentration on decision making, commitment. Studies show that relationship between culture and organizational performance is not monotonous and the reason is complexity of cultural values in organization that affects organizational behaviors. Powerful values may increase benefits in organization but when cultural controls create obstacles. It reduces advantage in the organization.

3.2. Organizational culture in educational systems

Organizational culture is one of the achievements of neoclassic theories that enters management. This theory in contrast to classic theories that pay attention to physical and experiential environment of organization, pay attention to work force as an economical factor. They pay attention to relationship between management and subordinates. After many studies, Follet found that even when physical situation is not provided in work place. Organizational culture is a determinative factor in efficiency of work force in the organization. After that gradually organizational culture become the most important factor in educational Studies organizations. The importance of these facts is increasing in educational management. Therefore, at first, they examined model of educational management and influential factors on behavior of that according to it intermediary variables affect organizational output. According to previous models, management and educational systems are in one culture situation, in addition in long-term an interaction is created between educational manager and different cultural values in the organization that affect behavior and ideas of educational managers (Hallinger & Leithwood, 1996).

In these studies, the effect of organizational situation on behavior of educational management. According to suitable model they express managers and educational leaders should themselves with environment and follow a suitable managerial model in internal process of school for pre-determined goals. Cook and Yanow (1993) emphasized on important marginal factors, social background and school background that are independent variable on educational management. In social setting, Bossert.et.al introduces some of the external factors of environment including social and economic situation of parents and students and social support of educational system is a situation to include structural system dominating school and educational system. Therefore, two important factors to create organizational culture are social situation and institutional situation and these factors are determinative of organizational culture at school (Sarmadi, 2012). Because of high correlation of organizational culture with human force in organization and characteristics related to its educational system are rare systems in which high diversity exist in culture and is a main factor to create diversity is social situation. According to bosket et.al culture is educational system and there is a mutual relationship between educational manager and organizational culture of education system that influences organizational culture of education system especially schools by individual experience and beliefs, and on the other hand educational manager affects organizational culture dominating educational system. Therefore, we can say that dominant pattern on organizational culture of educational system is an interactional paradigm. Managers affect organizational culture by their ideas and on the other hand, educational managers are themselves beneficiaries of educational system in clouding parents, students, and senior managers. Also, every school at the beginning is in the general situation dominating educational system that affect organizational culture of school. It has formal education by pre-determined goals and content. For children, young adults and adults. (Sarmadi, 2012).

3.3. Mutual relationship between culture and education

Training human beings in different culture and periods are conducted differently that show importance of cultural situation on teaching and training. School like other social institutions derives goal, methodology and duty from society and dominating culture on it and the type of training that students receive determines quality of that society. What is obvious is that relationship and affecting is strong according to previous studies, external subjects of school are more important than internal ones, in fact external subjects' control and explain internal subjects. Education and training are not a subject by itself, but it is necessary part of social subjects. School and the type of education has a specific effect in social life of a country. No educational institution even in the most descriptive definition is not an expansion out of goal and missions or culture and social situation at a society. School as the most important educational institution and a social incitation has connection with society and its culture. Some of this relationship has culture aspect and consistent with social philosophy of society. Some part of education role is socializing generations, having social functions evaluation, criticism and even expansion of social life and culture as for David, education and training is a tool to improve society by suitable organization of student's experience (Sarmadi, 2012).

Organizational culture as a collection of values beliefs, ideas and common assumption of organization affects behavior and idea of human force employed in educational system. And help them to adapt with external environment and internal consistency. In fact, by considering roles and of organizational culture in educational system we can say efficiency of human force increases and if dominating factor on education is powerful, positive, healthy we

witness change in education system. Attempt to increase human force and using force is a way to use scientific methodology and improving organizational culture as a foundation and bed for organizational change

4. Conclusion

Organizational culture has 4 main functions acceptable to most management theorist including:

A) Gives organizational identity to organizations personnel's: what makes successful organizations and companies significant is their ability to attract and take care of creative and talented staff. Senior managers derived from lower group of company. Improves winner spirit in personnel's.

B) Facilitates group commitment: in organizations with powerful culture, personnel's are committed to values and organizational goals. When valves of organization satisfy personals, their commitment achieves final step.

C) Encourages stability of social system: powerful companies and organizations are famous for exact controls and criteria. In this organizations rules are determined specifically.

D) Helps to form behavior. Organizations with powerful culture help personnel's to find out workplace and from their behavior. They provide a situation in which even talented personnel's with university certificate start their job from the lowest positions in organization to become familiar with all dimensions of organization. Organizations are faced with speed, depth in internal and external situation. Consistency of goals, personnel's attitudes, strategies, activities are the most important duties of senior managers. Observing steps of change and preparing internal atmosphere, reduction of internal conflicts, reduction of costs and suitable speed are followed when changes occur. Meanwhile awareness of suitable education to perform it has an important role for this duty researchers consider success of Japanese in organizational culture. So that they believe powerful organizational culture affects commitment of personnel's and increases stability of behavior and is a replacement for formal rules. It is more effective than control system of organization. While positive and powerful culture make people feel better about what they do, there fore performance increases.

Some suggestions are presented to improve organizational culture in education:

- Organizational culture gives or organizational identity to personnel's. There fore ability of managers to attract, train and take care of talented and creative personnel's improves educational use.
- Managers of education should improve positive job attitudes and culture of new skills and improving expertise by educational help.
- Encouraging help spirit to colleagues when it is necessary and doing group works.
- Improving cooperation culture in improving plans.
- Thinking about doing appropriate task from the start.
- Improving physical health culture and suitable nutrition.
- Foundations related to motivation by materialistic awards.
- Giving authority.
- Creating friendly environment and informal relationship between personnel's.
- Improving beliefs and general idea of personnel's to increase continuous education.
- Improving culture of working and employing in suitable jobs.
- Establishing good work situation healthy entertainment for personnel's.
- Improving general idea and methodology.
- Establishing friendly relationship of management with personnel's.
- Improving the culture of using information systems and information technology and relationship in tasks.
- Improving ideas about job problems.
- Evaluation to use innovation and creativity of personnel's
- Establishing and improving cultural foundations to avoid office problems.
- planning and appreciating personnel's.
- Improving values and cultural beliefs to increase organizational commitment of personnel's.
- Improving and extending culture of change in personnel's.
- Establishment of a system to prevent problems in the organization in which the main part is organizational culture. - Establishment and improving generator culture to empower people to reinforce individual abilities.

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How to Cite this Article:

Nasiri, Y., Pordanjani, H., Shokrollahi Pour, M., Sodejani, E., Organizational culture in the education system, Uct Journal of Management and Accounting Studies 04 (2014) 38-43.