Study of relationship between Organizational Culture and Employees Readiness: a Case study of Isfahan University

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ABSTRACT

Objective: Following the establishment of appropriate context to implement participatory management in administrative system of Iran and according to necessity of administrative development and organizational improvement, studying participation programs is an inevitable issue. Participatory management is the art of applying all of elements participation and decreasing social distance between managers and employees. This method of management emphasizes on employees training in the appropriate cultural context in the participation-oriented organization in order to develop organizational behaviors with changing in people's attitude and vision and empowering their internal motivations and applying efficient and correct ways, so that organization witnesses such exquisite innovations and creativities. **Methodology:** Current paper studies the relation between components of organizational culture and employees' readiness in order to implement participatory management. In this paper, the relationship between the seven components of organizational culture of Gordon including obedience, responsibility, standards, rewards, organizational clarity, warmth and support and leadership based on expertise and readiness of staff to implement participatory management are studied. This research is applied research in terms of objective and in terms of research methodology is descriptive-correlative research and also it is the field one. To test hypotheses and analyze the research's findings, statistical techniques such as Stepwise regression method and Pearson's correlation coefficient have been used. **Results:** Research's results indicate that there is a significant relation (At 99% confidence level) between organizational culture and employees' readiness to implement participatory management. **Conclusion:** Results of this research indicate that there is no relation between 2 components of obedience and organizational clarity and readiness to implement participatory management in Isfahan University.

1. Introduction

From history of management science, it is inferred that with improvement and development of this science, the necessity of attention to this factor in organization would be more important. In this respect, the history of management schools also appropriately shows this issue. With the emergence of the human relations school, the importance of manpower was discovered. Since then, human force studies and its productivity was the focus of scientists in this field. They found that deserved and efficient human forces are the most important invest of cognations and their role in material dimension of organization is entirely tangible and considerable and as a result, efficiency and effectiveness of each organization is considerably depended on management and effective and correct applying of human resources. On the other hand, human is the social creature and inherently is opposed to autocracy. Also, the sense of assertiveness and presence in everything related to him is ingrained with his nature. That's why during the history of

deliberation and the divine religions, it is considered as one of the key basis. Develop of government systems based on people's participation in recent centuries indicates this thought that growth and prosperity are achieved with the participation and any human is interested to be respected by others, people pay attention to him and distinguish his abilities and capabilities and respect them, pay attention to his needs. In other words, consider him important in the organization and count on him.

That's why, today one of the discussed topics in management is the employees' participation and participatory management and many organizations attempt to use this method and provide circumstances for its implementation. Conducted researches in recent years have shown that using participatory management has been followed by many advantages, but to implement it successfully, it needs to provide situation such as required employees' readiness. Participatory management is successfully implemented in the organization, when the cultural contexts are previously provided consistent with it. On the other hand, participatory management is the human system and a function of its employee culture. Also, its implementation and designing have to be done according to organizational culture. Organizations can't be forced to follow a single copy.

Participatory management requires infrastructures which provide suitable circumstances for participation. Establishment of these infrastructures is dependent on continuous subjective attempt of all people in organization. This attempt has to be applied in line with changing attitude and value system so that people are prepared to contribute. So, depending on the condition, type and level of beliefs, employee participation can be varied (Toosi, 1993).

Such as obstacles of participatory management are the cultural obstacles. Non- adequate ignorance or unawareness from environment, selfishness and self-centeredness, lack of trust to other people, lack of deep and vast curiosity, lack of mutual sympathy, lack of subjective flexibility and inability to live with others are the major cultural barriers which hinder the successful implementation of participatory management (Toosi, 1993).

2. Materials and methods

2.1. Organizational culture

There is no definition of organizational culture which is publically accepted, but in the simplest way, organizational culture can be defined as the combination of beliefs, values, and defaults which are existed in the organization and all of the members of organization are more or less equally exposed by those and to some extend are in agreement and consensus (Dalvi & Abzari, 2006).

Today, scholars of management sciences believe that the main factor dominated on forming and empowering effective factors on different organizational systems is the organizational culture and express that the major task of management is to direct and form fundamental values and organizational culture (Toosi, 1993).

In the origination, culture plays various roles or undertakes different tasks. First, culture determines organization's borders. Second, the sense of identity is injected into the body of organization's members. Third, culture causes to create a commitment to something in people which is more than self-interest. Forth, culture causes sustainability and steadiness of social system. Culture in terms of society is kinds of stick which can connect different components of organization through presenting appropriate standards related to what organization's members have to say or do. Ultimately, culture is counted as the controller factor that cusses creating or forming employees' attitude or behaviors (Robbins, 2005).Unitarianism theories of organizational culture claim that there is a homogeneous, coherent and cohesive culture that its feature is steadiness among culture's components (major hypotheses, values and artifacts) between various units and people (King, 2007).

Fundamental hypotheses or beliefs express the interpretation and inference which people do for their perception of reality and make it perceptible. As people in an organization make decision, deal with problems and issues and exploit current opportunities. These assumptions are formed by marching time and then are transferred to other people of organization. a especial culture is emerging when all people in the organization accept these fundamental beliefs and assumptions.

Values are the objective reflection of fundamental assumptions. So, they detect a set of social norms and these norms define regulations which people communicate based on. Values create the basis for social control in the organization, because it determines the behavior which is shown by organization members (Delong & Fahey, 2000).

Artifacts are counted as the most salient aspects of one culture. Transparent knowledge base of an organization is one of the cultural artifacts related to knowledge management which is the symbol of fundamental cultural beliefs and assumption of organization. Theorists who believe that there is a coherent culture in the organizations, consider organizational culture as the organism of cohesion or a powerful social or normative glue which can link potential varied group of organizational members to live together (Meyerson & Martin, 1987).

2.2. Management of organizational culture

Management of organizational culture can be summarized as the optimal perception or use of current culture, changing or weakening unwanted norms or beliefs, empowering wanted beliefs and values and stabilization of desirable culture. (Mirsepasi ,1998)

Management of organizational culture is the process which constantly detects current and desirable culture and to do this, changing current culture and development of behavioral values and patterns are being done. Simultaneously, it can be understand that management of organizational culture is not necessarily a change of culture. For example, in the transferring step, management of organizational culture tries to stabilize culture rather than changing culture. Thus, in some cases, management of a culture might stabilize current culture or as the same, change it.

Steps and process of management of organizational culture are:

A) Identification of current organizational culture.

B) Identification of desirable organizational culture.

C) Comparison between current and desirable culture.

D) Change and foster organizational culture (Robbins, 2006)

2.3. Components of organizational culture

Mr. Judith Gordon in 1999 expressed seven components of organizational culture as following (figure 1).

- **Obedience:** It refers to this feeling in employees that there are many external imposed limitations in the organization.
- **Responsibility:** it is defined as the rate of responsibility which people have in order to reach a part of organizational goals.
- **Standards:** It is called the emphasis on performance and quality of the index production.
- **Rewards:** It is called to the extent that the members feel that they are appreciated and instead of being ignored, criticized or punished when they do wrong and will be rewarded for good work.
- **Organizational clarity:** It is called to the feeling which affaires are properly organized and targets are clearly determined.
- **Warmth and support:** It means that warmth environment in the organization is counted as the valuable norm and members of the organization are loyal and support each other.
- **Leadership:** It is called the willingness and desire of the people to accept the leadership, guidance and efforts of competent people.

(Gordon, 1999)

Figure 1: components of organizational culture

2.4. Participatory management

Participatory management create an atmosphere and a system in order to all of employees, customers and contractors of one organization involve and cooperate in in decision making and solving problems and issues of the organization (Ahmadi & Toliat Zavareh, 2001).

Participatory management involving employees in decision making, inviting all of people to and accept individual responsibility to have work and production quality. Also, it means supporting and rewarding employees in their viewpoint, it satisfies customers and improves organizational performance. In any case, the participatory model doesn't exclude the supervision on training and directing employees and also self-control (Sherkat, 2005).

Due to population growth and decreasing natural resources, increasing and exploding knowledge and information, rapid changes and developments as well as complexity and dynamicity of societies, without involvement of employees in decision making and without using new and varied thoughts, important decisions can't be not be sure of its proper implementation (Habibinia, 2003). In today's organization for the flexibility to responsegalization and technology, my of employees in decision making is to gain more advantages and educated staffs that are familiar technology (Scott-Ladd & Marshall,

Researchers and experts of human resource believe that participatory management can increase employees' motivation, productivity, creativity, commitment as well as satisfaction Employees show their best performance when their responsibility are being developed, are being encouraged to more participation and are being closely controlled (Walton et al, 1998).

Today, participation is considered as the inseparable part of management decision making and is applied as the effective means to achieve correct decisions. When employees are being applied, the processes are being well understood by them. As a result, vagueness and conflict of role are decreased and their satisfaction is increased. (Daniels & Bailey. 1996)

Researchers have shown that employees' participation massively is the important factor to achieve continuous innovation in the organizations and organizations try to use employee's idea, opinions and innovations in their affairs using participatory management (Tonnessen, 2005). On the other hand, attracting direct involvement of employees causes them to work harder, smarter and more responsible (Marchington et al., 1994). Today, in the arena of intense competition, organizations need a big creativity and should provide the possibility of emerging creativity through personnel awareness from the importance of their role in the organization and their readiness for innovative activities. In this context, the idea of participatory management has meaning (Sherkat, 2005).

2.5. Prerequisites of participatory management

Successful implementation of participatory management depends on proper circumstances. Studies have shown that participatory management in organizations will be effective when the following requirements are provided:

A) Transparent responsibilities, constraints and expectation are determined by manager.
B) Targets would be transparent and clear and trust between employees and management and work relation are provided.
C) Employees have access to the information related to the participatory decision making.
D) The process of participatory decision making has to be entirely clear for the staffs.
E) Training employees is the key element to create participatory culture and success of decision making programs.
F) The workplace must have sufficient stability and employees have to be completely respected by management.
G) Along with implementation of participatory management system, other organizational system should be adjusted so that they do not act as a deterrent.

Managers to implement participatory management, display the cooperative and supportive behaviors (Rahnavard, 1993).

2.6. Participatory management and organizational culture

Of the important variables affected on management style is the organizational culture. Therefore, managers need to know much more about social and organizational culture and apply management's style consistent with this culture (Akbari, 2004). Based on different conducted researches, this issue is paid attention that cultural differences have to be brought in the planning process of participation. If employees don't believe in participation plans or consider them superficial, so participation plans will face failures.

Organizations have different and varied organizational cultures and these cultures are effectively facilitating or inhibiting certain activities. Thus, organizational culture can have the effective role in promotion or obstruction the way of participation. The purpose of organizational culture, as it was detailed addressed, is the system of common inference which members of organization have toward each other. This feature causes integration of two organizations. The major values of organization which are extendedly paid attention represent the strong culture of the organization.

Attitudes, values, beliefs and current norms in the organization which are driven from employee's vision in any organization and form the culture of the organization, have the considerable role in implementing participatory management in one organization. (Toosi, 1993)

A group of experts believe that if it is supposed that in a specific organization, wide changes appear, its culture has to be changed. In fact, the failure and success of an organization have to be looked for in its culture (Shaikhmohammadi & Toliat Zavareh, 2001). One of the important reasons that causes participation faces failure in some organizations is their culture and attitude of organizations' forces. So that, it can be said that having ancient and common culture of Iran society about advantages of individual decision making and versatility of managers cause implementation of participatory management system in organizations faces many barriers and problems.

To conduct participation in the organization properly, its culture has to be created and this issue requires programming, implementing step by step and patience. Because the work and organizational culture have been formed by time and it can't be changed immediately.

Organizational culture can have an important role in the promoting or obstructing participation. One of the important reasons that causes participation faces failure in some organizations is their culture and attitude of organizations' forces. According to conducted researches, this issue is being paid attention that cultural differences have to be considered in the process of planning for participation.

Summarily, organizational culture has the considerable and strong effect on organizations and each organization is governed by the spirit of the organizational culture. Organization management has to perceive the vital role of organizational culture and govern the culture in the organization which is inspiring, dynamic and nurturing individual and organizational creativity and innovation. (Toosi, 1993)

2.7. Research hypotheses

This study is aimed to determine the relation between organizational culture and employees' readiness to implement participatory management in Isfahan University. In this context, this research, the relationship between the seven components of organizational culture of Mr. Judith Gordon including obedience, responsibility, standards, rewards, organizational clarity, warmth and support and leadership based on expertise and readiness of staff to implement participatory management are studied. In this research, 7 secondary hypotheses and 1 primary hypothesis have been considered which is as following:

H0: There is a relation between organizational culture and employees' readiness to implement participatory management in Isfahan University.

H1. There is a relation between obedience component and employees' readiness to implement participatory management in Isfahan University.

H2. There is a relation between standards component and employees' readiness to implement participatory management in Isfahan University.

H3. There is a relation between rewards component and employees' readiness to implement participatory management in Isfahan University.

H4. There is a relation between organizational clarity component and employees' readiness to implement participatory management in Isfahan University.

H5. There is a relation between warmth and support component and employees' readiness to implement participatory management in Isfahan University.

H6. There is a relation between leadership based on expertise component and employees' readiness to implement participatory management in Isfahan University.

2.8. Research methodology

This research is applied research in terms of objective and in terms of research methodology is descriptive-correlative research and also it is the field one. To collect contents related to literature review, library method like books and journals were used. To collect data and analyze findings, questionnaire has been used. Each questionnaire has 33 questions and respondents have responded to questions based on 5-points Likert scale. 21 questions are related to the 7 components of organizational culture (each component has 3 questions) and 12 questions are related to employees' readiness to implement participatory management. Research's questionnaire has durability equals to 0.807 using Cronbach's alpha which shows the high durability of measuring means.

Employees in Isfahan University are the statistical population in this research. Sampling method is the simple random method. Due to this issue that statistical population is 504 persons, chosen sample size is evaluated 115 persons. Frequency distribution and percent of sample in terms of Education, Gender, and Age as well as Job experience are as following:

Education: 23 percent of respondents have diploma degree (26 persons), 12 percent have associate's degree (14 persons). 53 persons have bachelor's degree (61 persons) and 12 percent have master's degree (14 persons).

Gender: 63 percent of respondents are women (72 persons) and 37 percent are men (43 persons).

Age: 32 percent of respondents are less than 30 years old (37 persons), 47 percent are between 30 to 40 years old (54 persons) and 21 percent are more than 40 years old (24 persons).

Job experience: job experience of 21 percent of respondent is less than 5 years (24 persons), 34 percent is between 5 to 10 years (39 persons), 14 percent is between 10 to 15 years (16 persons), 20 percent is between 15 to 20 years (23 persons) and 11 percent (13 persons) have more 20 years job experience.

In this study, to process extracted data form questionnaires and summarize them, SPSS software has been used. Also, to analyze data, descriptive statistic (percentage, frequency, mean and standard deviation) has been used. To test research's hypotheses and analyze research's findings, methods of inferential statistic such as variance test, Pearson's correlation coefficient and regression test have been used

3. Discussion and Results

3.1. Ranking components of organizational culture among employees of Isfahan University

Results from ranking components of organizational culture in viewpoint of employees of Isfahan University have been shown in table1:

Table 1. Results Comparison mean of components of organizational culture

Components of organizational culture	Mean
Standards	3.79
Responsibility	3.24
Warmth and support	3.11
Obedience	2.95
Leadership based on expertise	2.87
Organizational clarity	2.80
Rewards	2.77

Due to table1, the strongest component of culture in organization is standards and after that responsibility, warmth and support, obedience, leadership and organizational clarity have stand, respectively. The weakest component is rewards.

Results from organizational culture and readiness to implement participatory management in viewpoint of employees of Isfahan University have been given in table2:

Table 2: Mean of organizational culture and readiness to implement participatory management

Variable	Mean
Organizational culture	3.10
Readiness to implement participatory management	3.64

Due to table 2, it can be said that generally organizational culture is inacceptable level and rate of readiness to implement participatory management is also appropriate.

3.2. Testing hypotheses

In this part, according to data obtained from sampling and using statistical tests, research's hypotheses have been tested. Obtained results from Pearson's correlation coefficient for 7 secondary hypotheses of this study have been brought in table3.

Table 3: correlation coefficient between components of organizational culture and employees' readiness to implement participatory management

Hypothesis result	Readiness to implement participatory management		Components of organizational culture
The first hypothesis is rejected	0.026	r	Obedience
	0.780	sig	
	115	n	
The second hypothesis is accepted at 95% confidence level	0.213	r	Responsibility
	0.022	sig	
	115	n	
The third hypothesis is accepted at 99% confidence level	0.229	r	Standards
	0.001	sig	
	115	n	
The forth hypothesis is accepted at 99% confidence level	0.298	r	Rewards
	0.001	sig	
	114	n	
The fifth hypothesis is rejected	0.132	r	Organizational clarity
	0.161	sig	
	115	n	
The sixth hypothesis is accepted at 99% confidence level	0.317	r	Warmth and support
	0.001	sig	
	115	n	
The seventh hypothesis is accepted at 99% confidence level	0.254	r	Leadership based on expertise
	0.001	Sig	
	114	N	

As it is seen in table3, based on research's findings, the first and fifth hypotheses are not accepted. It means that there is no relation between 2 components of obedience and organizational clarity and readiness to implement participatory management, but the second hypothesis was accepted and at 95% confidence level, it can be said that there is a relation between responsibility and readiness to implement participatory management. The third, fourth, sixth and seventh hypotheses also were accepted at 99% confidence level. It means that there is a relation at 99% confidence level between 4 components of organizational culture including standards, rewards, warmth and support as well as leadership based on expertise and readiness to implement participatory management in Isfahan University.
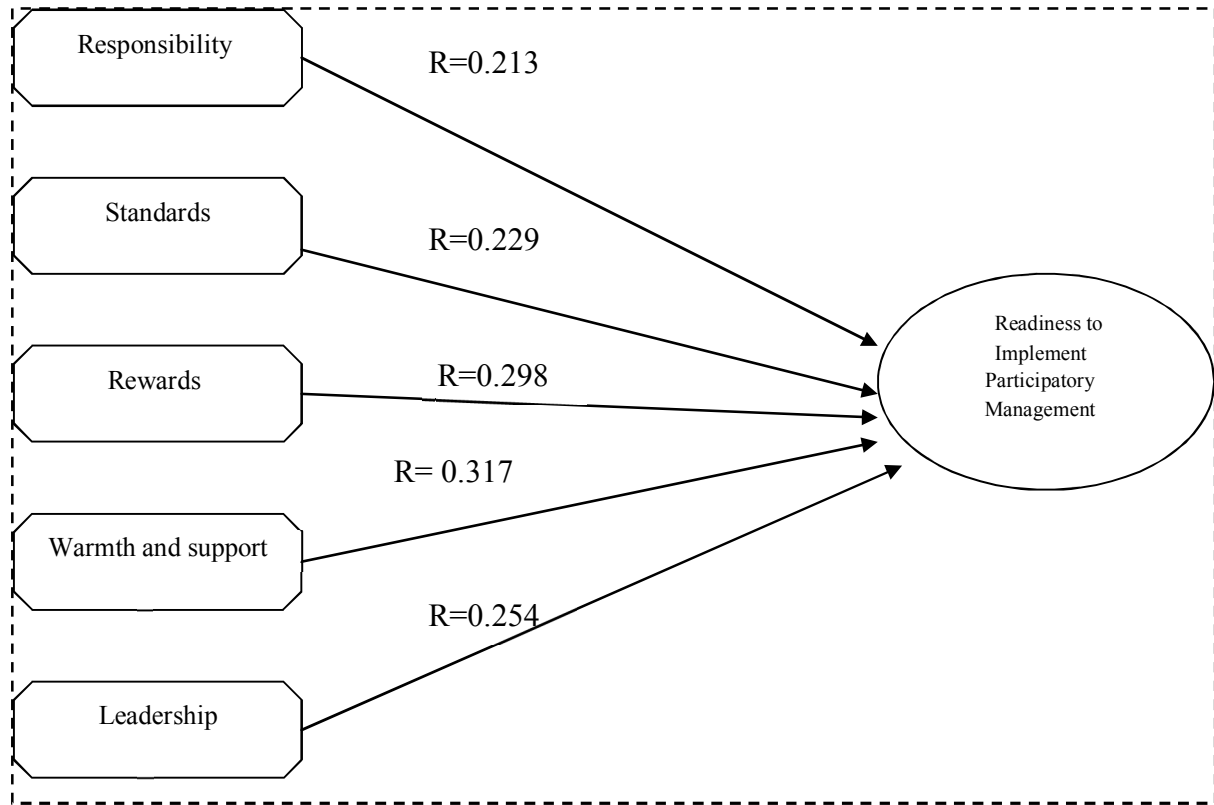
Figure 2: The relation between components of organizational culture and employees' readiness to implement participatory management in Isfahan University

Results obtained from Pearson correlation coefficient for primary hypothesis also is brought in table4.

Table 4: Correlation coefficient between organizational culture and employees' readiness to implement participatory management

Result	Readiness to implement participatory management		
The primary hypothesis is accepted at 99% confidence level	0.372	r	
	4. 0.000	5. sig	Organizational culture
	6. 115	7. n	

As it is seen in table 4, primary hypothesis of this study is accepted. It means that at 99% confidence level, there is a relation between organizational culture and employees' readiness to implement participatory management in Isfahan University (Figure 3)
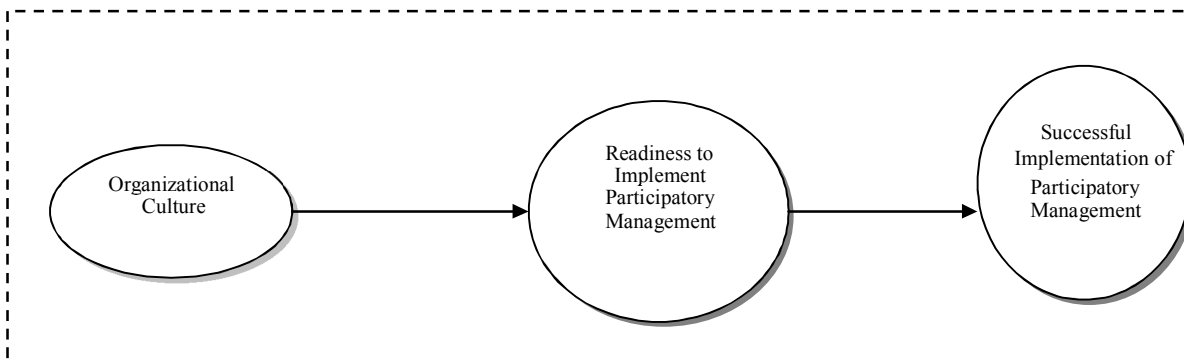
Figure 3: The relation between organizational culture and participatory management

4. Conclusion

Today, one of the effective methods to manage organizations is to use participatory management and involving employees in decision making. Researchers and experts of human resource believe that applying this method leads to a great deal of advantages and can increase employees' motivation, productivity, creativity, commitment as well as satisfaction. On the other hand, researches have shown that culture in each organization influences on success or failure of participatory management. Successful implementation of this method is greatly dependent on employees' readiness. So, in this study, the conceptions of organizational culture and participatory management and their relation have been studied and evaluated. Then, the rate of relation between seven components of organizational culture of Mr. Judith Gordon and readiness of staff to implement participatory management in Isfahan University has been studied. To achieve this purpose, after collecting data (questionnaires) and their analysis by proper statistical methods, its situation among employees in Isfahan University has been studied. Results of this research indicate that there is no relation between 2 components of obedience and organizational clarity and readiness to implement participatory management in Isfahan University, but there is a relation between 5 components of organizational culture including responsibility, standards, rewards, warmth and support as well as leadership based on expertise and readiness to implement participatory management in Isfahan University. Also, this research shows that at 99% confidence level, there is a relation between organizational culture and employees' readiness to implement participatory management in Isfahan University.

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