

## Investigation the relationship between types of organizational culture and job success in Kerman Maskan Bank

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**Abstract:** This study investigated the relationship between types of organizational culture and job success in Kerman Maskan Bank. It is clear that to achieve this objective; the bank managers will provide valuable information. The main purpose of the road for two standard questionnaires was used to collect data, such as corporate culture by using a questionnaire-based model of organizational culture and Harrison (1972) and Hindi (1978) has been measured. Organizational culture in the form of task-oriented dimensions, power-oriented, success-oriented and circuit-protection measures, and to measure job success, career success, Davenport questionnaire was used. The calculated reliability (Cronbach's alpha) for the scale of organizational culture and career success are 0.893 and 0.841, respectively. To describe and analyze the collected data, descriptive statistics, descriptive statistics including frequency tables types mean and Charts and inferential statistics, Pearson and Spearman correlation test and regression analysis were used. Results of correlation and regression analyzes showed that, between culture and task-oriented and success-oriented and strength Kerman Maskan Bank employees, there is a significant relationship in reverse, so that a culture based on loyalty and strength, reducing the impact on their career success. Furthermore, the results suggest that the culture of success and the success of circuit and circuit protection Housing Bank employees directly, there is no significant relationship between the province, so that a culture of success and circuit protection circuit, a growing effect on their career success.

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**Key words:** culture, organizational culture, job success

### 1. Introduction

According to the new theories and research in management, organizational culture has become increasingly important and one of the focal issues management is formed. Demographers, economists, sociologists, psychologists, and even special interest in this new and important topics in management has given, in recognition of the important role that theory and created a lot of research and have been used in solving management problems. The study was conducted by a group of scholars in management science; organizational culture is one of the most influential factors of success, progress and development of countries known. The study was conducted by a group of scholars in management science; organizational culture is one of the most influential factors of success, progress and development of countries known. So, many researchers believe that Japan's success in the industry and one of the major management attentions to organizational culture. Organizational culture as a set of shared beliefs and values affect the behavior and thoughts of the members of the organization can be the starting point for the movement and dynamism of an obstacle in the way of progress and success of the organization is ultimately (Amirkhani et al., 2011).

### Problem Statement

Business career are investigated long before by Parson and Hughes and also by Robbins has been considered and analyzed. McClelland believes that the need for achievement, human motivation is clear that it can be distinguished from other needs. McClelland basic needs of three groups based on the theory need to be successful, it needs to acquire power is divided between the (Samari and Rassolzadeh, 2008: 36). Occupational or professional literature, both internal and external dimensions of career success is broken. As Jascotka has shown, success is a relative concept of evaluation and judgment. Outsiders, it will be judged according to objective criteria visible and the perception of success, attitude is more subjective criteria. In other words, the success of the objective or external, visible part of career success and to show visible results such payments, job, promotion, rank points. But intrinsic career success, career success, and that subjective elements to people's feelings and reactions toward the career path is always through psychological success, such as job satisfaction, organizational commitment and job are identified (Haji Karim, Faraji, 2008:53). Subjective career success, job satisfaction and perceptions of the natural flow path to success in business activities or job roles reflect. Here, instead

of the emphasis on the individual. As Hall (1996) has pointed out, subjective career success is proposed when a person potentially has more responsibility in your career development. The same feeling of success and satisfaction is related to a person for his professional career. Perception of career success refers to the intellectual and personal standards, but many of the studies use objective criteria to measure their career success. In this regard, Kerman study (1980) shows that managers, career path to success not only with objective data evaluation. Indeed, success can be determined by combining the two criteria. These are combinations of conceptual understanding necessary votes. Therefore, standards for measuring success in the community and also reflect their emotions.

### **Organizational Culture**

Various definitions of organizational culture need to be taken. Some cultures consider the organization of a belief system that is shared between members of an organization, some dominated by a series of shared values correlated know the meaning of concepts such as stories, myths, and be transferred mantra (Robbins, 1999:54). Some basic assumptions do not like culture model of the accumulation of the difficulties of external adaptation and internal integration team specified hand, created, discovered and trained (Gray, 1993:58). The others, a unique culture that is the only way an organization performs its activities based on that. Humanistic aspects of culture in a way that is correlated targets (Davies, 2004:15). Organizational culture as a set of values, beliefs and assumptions that are shared among members of the organization are defined. The basic values that influence the behavior of organizational members so that people rely on to guide decisions and act upon these values, they rely Weber (Gregory et al., 2009: 19). Organizational culture is a pattern of basic assumptions that a given group has been created or discovered and developed, so that compliance with the external environment and internal coherence to teach them. If this model is efficient in time, so that the correct method is valid perceptions, thoughts and feelings related issues will be shaped by new members. Generally need several definitions of organizational culture is presented. The concept of culture in academic subjects during the last 25 years much attention and has been discussed. Frequently use words to define organizational culture, key aspect of the culture show and thought to share some things. Organizational culture is a pattern of shared basic assumptions that the group learned as it is, problems of external adaptation and internal integration to solve new members as the way to perceive, think and feel in relation to those issues, it is learned. Organizational culture is the set of values, beliefs,

perceptions and ways of thinking that are common to the members of the organization (Daft, 2004: 631).

In general, common to all these definitions and other definitions of organizational culture carries a set of beliefs, values, beliefs and shared values among members of an organization. Hence, organizational culture, belief systems and shared values that occur in an organization would guide the behavior of his members (Monavaryan and Bakhtaei, 20050: 2).

### **Culture**

Most definitions of culture suggests that culture is shaped by the social and historical and training, science and common values, which includes individuals with experience in social groups through the process of being transferred to new entrants. Culture is the quality of life for a group of human beings, which is transmitted from one generation to another (Afjeh, 2001:311). Culture is important because the outcome of the great powers, latent, and often unconscious that marks our individual and collective behavior. Mental patterns, and determine our acceptable attitudes and values. Organizational culture is important because cultural principles, strategies, objectives and methodology determine the organization. Values and mental models of leaders and senior managers are important so they made their own cultural history and their shared experiences. If you want to be more efficient, more effective organization, we must recognize the role of culture in organizational life (Schein, 2004: 42).

### **Organization**

The following features (bucket and colleagues, 2001:70):

- 1- A social institution.
- 2- Is purposeful.
- 3- The structure is consciously planned and coordinated activity systems.
- 4- Are associated with the external environment

The systematic relationships of hierarchy of individuals who have different tasks and objectives are shared (Golshan Foumani, 2005:34). Etzioni organizations and social entities (human groupings) deliberately in order to work toward specific goals are established or reorganized spells (Givaryan and Tadbiri, 2005:9).

### **Career Success**

Subjective career success, job satisfaction and perceptions of normal brick path to success in work activities or job roles reflection. As Hall (1996) has pointed out, subjective career success when a person potentially has more responsibility for their own career development is presented. The same feeling of success and satisfaction that a person in his job. Perception of career success refers to the intellectual and personal standards, but many of the studies use objective criteria to measure their career success. In

this regard Kerrman study (1980) show that managers succeed in their career by objective data evaluation. Indeed, success can be determined by a combination of these two criteria. This combination is essential to understand these concepts. The measure of success should reflect current standards in society and people's feelings. The general view of career success is achieved when all of a person's talents and resources in achieving operational use and does the job. Career success is a relative concept, and no person can not be called successful unless aware of the purposes and ideals. Career successes would be the relationship between the current progresses and determine future ideals. Fred success rate in partial fulfillment of the goals called Job Success (Shafiabadi, 2003: 141 and 142). Based on the importance of organizational culture as well as the staff of the dream - a successful career - This study examines the corporate culture in the province are paid Housing Bank and whether organizational culture can be involved in the job successfully or not?

#### **Elements and organizational culture**

Ten characteristics that are relevant components of organizational culture when mixed together make, since each of the ten features have been based on the minimum and maximum. So after the assessment is based on ten specific elements of the composite culture of an organization will end in mind. These elements are listed below (Robbins, 2007: 467).

1. Individual autonomy: the degree of responsibility. Independence and opportunities for people to exercise their creativity in organizations is recognized.
2. Risk levels of employees' efforts to encourage creativity and follow the risk.
3. Conductivity: the amount of clear objectives and expectations created by the organization to function properly.
4. Integration: The units are encouraged to act in a manner consistent basis within the organization.
5. Management support: The provision of clear communication, assistance and support managers towards subordinates.
6. Monitoring: regulations and the level of direct supervision to monitor and control employee behavior are applied.
7. Identity: The degrees to which those terms before a specific task or area of expertise are identified by their professional organizations are recognized as set.

8. Reward system: the amount of reward allocation based on seniority rather than advocate is unduly subsidizing staffing criteria.

9. The clash of votes: the extent to which people are open to criticism.

10. Communication patterns: limiting the amount of communication is the formal hierarchy.

#### **Harrison and Hindi Classification**

In 1993, Harrison has offered four classifications of organizational culture (Aghel, 2004: 171).

1. Culture-based tasks: Tasks are clearly defined, are measurable and they are very important.

2. Culture of power: power is important, the staff of domination and power, love, respect for hierarchy is important and there is fear of punishment among staff.

3. Culture-based support: Employee satisfaction is important to support staff and they will be valued.

4. Culture, success-oriented: employees are doing the work they love; success and love are going to progress.

Hindi in 1978, Harrison ideas to work and 4 of culture in simple forms described. Instead, he and cultures, support and success that Harrison had been identified, and one of the cultures used (Aghel, 2004: 171).

1. Cultural power (Spider)
2. Culture role (Greek temple)
3. Culture Duty (net)
4. The culture of the person (cluster)

#### **Research purpose**

The purpose of this study was to describe the relationship between types of organizational culture and knowledge to succeed in Kerman and Maskan Bank employees also check the status of organizational culture and career success in the province's Maskan bank branches.

#### **Research hypotheses**

1. Task oriented organizational culture and job success, there is no correlation Kerman Maskan Bank.

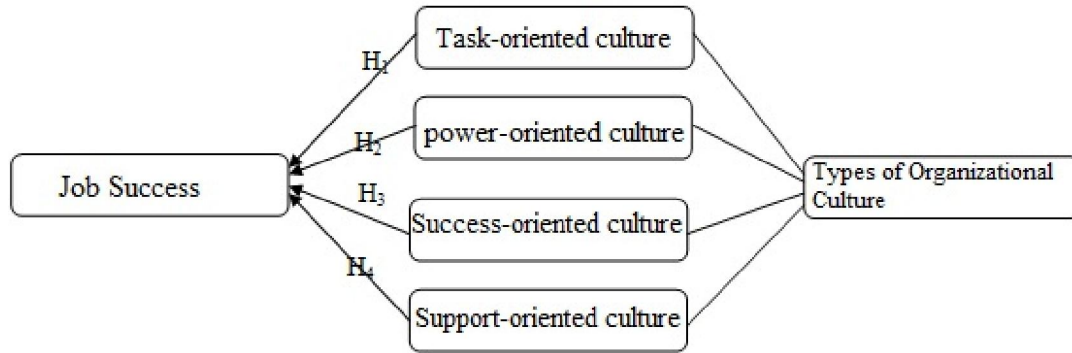
2. The power of organizational culture oriented job successfully, there is no correlation Kerman Maskan Bank.

3. The corporate culture of success and achievement-oriented employees, there is no correlation Kerman Maskan Bank.

4. The organizational culture to support employee career success based Bank Housing province, there is no correlation.

**Conceptual model**

According to the theoretical model as a conceptual model of this study are presented below.



Hindi and Harrison conceptual model

**Methodology**

This research is based on objective, is applied research. The purpose of applied research is the development of practical knowledge in a particular field. The study, based on data collected research is descriptive. Descriptive study, including collection methods that aim to describe situations or phenomena under study is considered. Descriptive study implementation can only help to further understanding of existing conditions or to the decision-making process. In this research, the relationship between the variables under study describes. Correlation study aimed to investigate the relationship between the two variables of the study was to determine the changes in the coordination of the two variables (Sarmad et al, 2007: 81). Nevertheless, the study of the nature and purpose of application of the method is a correlation.

**Statistical Society**

Survey, including Bank staff Kerman province is home to 375 people.

**Sampling and sample size**

Using Cochran formula, 190 compute the required sample has been randomly selected and are fit.

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left( \frac{z^2 pq}{d^2} - 1 \right)}$$

5% of error level

**Data collection method and instrument structures of research**

In this study, in order to gather information both library and field methods used. Approach to library research literature and history has been used. In this way, books, national and international issues related to the subject, have been studied. The collected data to confirm or reject the hypothesis of field method has been used mainly. This study used questionnaires

to gather information has been used.

In this study, two separate questionnaires were used as follows:

Questionnaire to measure organizational culture based model of organizational culture and Harrison (1972) and Hindi (1978) was used.

**Validity and reliability of measurement tools**

**Validity (credibility) assessment tool**

Without knowledge of the validity of the instrument can accurately measure data was obtained from the CI. There are various methods for determining the validity of the measurement tool. One of these methods is content validity. Content validity ensure that a sufficient number of questions appropriate tool for measuring the effect of the measure. In other words, the dimensions and elements of content validity show a sense of how much has been covered in detail. Validity, content validity and at least one primary index are account. Validity of this type is shown that the apparent ability of sensing elements, we have the concept of measurement.

In order to gather information about organizational culture and Hindi Harrison questionnaire was used. The amount of validity in a study by owner in 2010, 0.92 is set.

Also, the questionnaire collected information on job success, career success Davenport has used its validity at the end of a pour Farouki (2009) 93.5 percents.

**Reliability of assessment tools**

It deals with the reliability of the survey instrument measuring instrument in the same condition the extent to which the same results are obtained (Sarmad et al, 2007). One method to calculate the capacity, reliability is Cronbach's alpha coefficient and it should first calculate the variance and the total variance can be calculated for each questionnaire and then it can be calculated using the following formula coefficient (Sarmad et al, 2007).

$$\alpha = \frac{k}{k-1} \left(1 - \frac{\sum S_i^2}{S_x^2}\right)$$

- $\alpha$  =Cronbach's alpha coefficient
- k=The number of questions asked
- $S_i^2$  =Variance of the i-th question
- $S_x^2$  =The total variance of test

In this study, the Cronbach's alpha for the scale of organizational culture 0.89 is the value of 0.7 is the questionnaire is indicative of high reliability. Cronbach's alpha was calculated separately for each of the dimensions of organizational culture.

**Analysis methods and statistical tests**  
**Inferential analysis**

In this study the methods of inferential statistics

using SPSS version 20 statistical tests used are as follows:

**Correlation coefficient**

In this study, to investigate the relationship between the type and severity of each two variables, Pearson and Spearman correlation coefficient was used.

**Regression Analysis**

In this study, regression analysis to assess the effect of predictor variables on the criterion variable was used.

**Analysis of results**

1. Between task-oriented culture and the success of the Maskan Bank employees, there is significant correlation.

Table 1: Correlation coefficients between task-oriented culture and career success

Type of Relationship	Relationship	Career Success						Variable
		Spearman correlation coefficients			Pearson correlation coefficient			
reverse	yes	No.	p-value	correlation coefficient	No.	p-value	correlation coefficient	Task-oriented culture
		184	0.016*	-0.177	184	0.018*	-0.175	

\* At level of 0.05 is significant, \*\* at level of 0.01 is significant

Pearson and Spearman correlation test results indicate that task-oriented culture and career success Kerman Maskan Bank employees, there is a significant relationship (p<0.05, r= -0.175, -0.177) and this relationship is inverted. Based on regression results, task-oriented culture negative and depressing effect is predicted career success (Beta=0.175,

p<0.05). Based on the coefficient of determination (R<sup>2</sup>) 3% of the change in career success is explained by culture-based task.

2. Between the cultural power and the success of the Maskan Bank employees, there is significant correlation.

Table 2: Correlation coefficients between cultural power and career success

Type of Relationship	Relationship	Career Success						Variable
		Spearman correlation coefficients			Pearson correlation coefficient			
reverse	yes	No.	p-value	correlation coefficient	No.	p-value	correlation coefficient	power-oriented culture
		184	0.000*	-0.376	184	0.000*	-0.321	

\* At level of 0.05 is significant, \*\* at level of 0.01 is significant

To evaluate the relationship between culture, power and success oriented employees The Pearson correlation coefficient and Spearman Maskan Bank has been evaluated (variable). Pearson and Spearman correlation test results show that the circuit between the power of culture and the success of the Housing

Bank Job province there is a significant relationship (r= 0.376, -0.321; P<0.01) and this relationship is inverted.

3. Between the culture of success and achievement-oriented employees, there is significant correlation in Maskan Bank of Kerman.

Table 3: Correlation coefficients between success-oriented culture and career success

Type of Relationship	Relationship	Career Success						Variable
		Spearman correlation coefficients			Pearson correlation coefficient			
Direct	yes	No.	p-value	correlation coefficient	No.	p-value	correlation coefficient	Success-oriented culture
		184	0.000**	0.851	184	0.000**	-0.852	

\* At level of 0.05 is significant, \*\* at level of 0.01 is significant



To evaluate the relationship between the culture of success and achievement-oriented employees Maskan Bank of Kerman and the Spearman the Pearson correlation coefficient is used (variable). Pearson and Spearman correlation test results show that the culture of success and achievement-oriented

Job Maskan Bank of Kerman, there is a significant relationship ( $r=0.851, 0.852; p<0.01$ ) this relationship is direct. Bank employees' support and success-oriented culture Maskan Bank of Kerman, there is significant correlation.

Table 4: Correlation coefficients between culture-based support and career success

Type of Relationship	Relationship	Career Success						Variable
Direct	yes	Spearman correlation coefficients			Pearson correlation coefficient			Support-oriented culture
		No.	p-value	correlation coefficient	No.	p-value	correlation coefficient	
		184	0.000**	0.580	184	0.000**	-0.590	

\* At level of 0.05 is significant, \*\* at level of 0.01 is significant

To evaluate the relationship between culture and the success of circuit protection Housing Bank employees Kerman province, is Pearson and Spearman correlation (variable). Pearson and Spearman correlation test results show that bank employees support and success-oriented culture Maskan Bank of Kerman, there is a significant relationship ( $r=0.580, 590; P<0.01$ ) this relationship is direct.

**Friedman test for comparison and ranking components of organizational culture**

Table 1 contains the main result of the test. As can be seen in this table, the chi-square value (262/311) with 3 degrees of freedom and a significance level of 0.000, indicating the null hypothesis is rejected. According to these studies, it could be said that components are significantly different. In Table (2), average ranking and priority of each element is showed. The highest rating is based tasks related to culture and cultural power circuit, circuit protection and culture, success-oriented culture to the next rank are located.

Table 5: statistics Friedman test

	Statistics
No.	184
Chi-square	262/311
<i>df</i>	3
Significant level	0.000

Table 6: Prioritize the elements of organizational culture

Component	Average Rating	Priority Component
Task-oriented culture	3.72	1
Power-oriented culture	2.60	2
Success-oriented culture	1.79	4
Support-oriented culture	1.89	3

**Conclusion:**

Research conducted in the area of organizational culture and career success suggests the importances of issues are related to organizational culture. Kazazi et al. (2009) in their study concluded that organizational culture has a significant positive relationship with success. Bayat (1996), in their study showed that there is a relationship between organizational culture and creativity. A relationship between culture and creativity of the relationship is low. The main parameter is the corporate culture of creativity and low correlation between organizational culture and organizational creativity, is linear. In other words, the setting up of an organization's culture and creativity, organizations can increase or decrease. The culture of an organization's corporate culture is closer, more and more of the creativity that is closer to the hierarchical culture of creativity, it will be lower. Rasoulia et al (2009) in their study of variables such as location or quality of banking services, bank branches, bank promotional activities, cost of service, customer satisfaction and physical resources to strengthen organizational culture and success have been evaluated. Stanley in his book *The First National Bank of Chicago* has pointed out the role of organizational culture in the success and the success of the bank's employees as "employees are our key to success." Stanley's *Management of organizational culture* on organizational culture plays a role in the success of American workers and their success has referred (Stanley, 1997:110). The findings of the above studies also confirmed the importance of attention to corporate culture and career success in an organization. Research findings show that organizational culture and job success; there is a significant relationship Housing Bank Kerman province. This finding results Kazazi et al. (2009) overlaps. It also became clear that the task-oriented culture and job success, as there is an

inverse correlation Maskan Bank of Kerman. In other words, the use of task-oriented culture of neglect and decline in bank field staff provides business career. Task-oriented management culture that is dominated by banks always set goals and guidelines for individual, no opportunity to comment and participate in the decisions of the employees and their subordinates do not and explained tasks, the tasks are priority areas for this job successfully formation disappears. Furthermore, the results indicate the relationship between culture, power and success oriented job in Maskan Bank of Kerman. Focused on the relationship between cultural success and the success of the bank employees as well as housing the province results show a positive relationship is strong. Interested employees are assigned to work. the advent of advanced motivation, a sense of competition and interest of employees to job success, career success and provides formation. Finally, it was found that between culture and career success-oriented support staff, there is a significant relationship Maskan Bank of Kerman province. Significance to employee satisfaction and feelings, honoring them and support them, to help employees track their career success is remarkable.

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