International Journal of Applied Operational Research
Vol. 6, No. 3, pp. 25-38, Summer 2016

Journal homepage: ijorlu.liau.ac.ir

The Relationship between Organizational Culture and Managers' Decision Making Style

S. M. Alavi*

Received: 9 January 2016 **;** **Accepted:** 20 June 2016

Abstract Considering different activities of managers, it can be seen clearly that decision making is the essence of all management activities. Decision making is counted as integral components of management and is manifested somehow in any management duty. On the other hand, organizational culture is a pattern from the fundamental default that a special group created it in the solution of problems to comply themselves with the environment and achieving harmony and solidarity. This pattern is valued in the path of movement of this group and proved that is useful and efficient. As a result, it is transferred as a true way of perceiving, thinking, emotion and behavior and managers are not separated from this fact. Therefore, the aim of this study is to investigate the relationship between organizational culture and managers' decision-making style. This study is applied and terms of gathering information are survey type. The research approach is also descriptive-analytical. A statistical population is the personnel of administrative and financial assistance of units and educational centers of the 8th region of Islamic Azad University. Sampling approach is based on Cochran method and is as cluster-random. Also, we used SPSS 16 in analytical section. Based on findings of this research, following the classic management style in decision making and inattention to the role of organizational culture and participant indexes of human resource in decisions and its current affairs and, on the other hand, the lack of attention to the impact of environmental changes on the organization, in addition to the lack of dynamism and required agility in performing duties, cannot benefit from enough productivity of existing sources especially in participation section and the empowerment of human resources.

Keyword: Organizational Culture, Decision-Making Styles, Educational Centers, Islamic Azad University.

1 Introduction

If different activities of management are considered, it will be specified that decision making is the main essence of these activities [1]. Decision making is one of the most central processes in an organization and as the main duty of managers in all the mentioned levels [2] so that some of the pundits are believed that "decision making is all the management" [3]. The argument is based on that if manager duties include the goal-setting, policy making, determining strategy, legislation, regulations and the way of working, selection and employment of human resources, determining the duties and subordinates' responsibility and

* **Corresponding Author. (✉)**
E-mail: s.mohamad.alavi@outlook.com (S. M. Alavi)

S. M. Alavi
Instructor, Department of Business Management, Central Tehran Branch, Islamic Azad University, Tehran, Iran.

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

also supervision, control, assessment of their performance, the decision making is requisite of all of them [4].

Herbert Simon, a researcher which did many types of research in the field of decision making, believes that management and decision making are two same meanings and synonymous words. In other words, managers can be recognized by his or her decisions. In fact, decision making is the main essence of management and the mirror of all abilities and capabilities of the manager. From the other hand, rotating the successful and unsuccessful reasons of organizations depend on the decision adopted by their managers. Therefore, Newman knows the management, quality as the function of decision making, quality and claims that decision making by itself is the most important role of a manager. Because the quality of design and plans, effectiveness, and efficiency of strategies and quality of results which gained from them, all are the function of decision quality which manager adopts [5]. Theoretical basis and research background: In this research, it has investigated the relationship between organizational culture and decision-making style.

2 Definition of Organizational Culture

Till now, few definitions have mentioned about organizational culture. The organizational culture includes common beliefs of organization members about the way of doing things and priorities [6]. The organization culture includes a unique pattern of assumptions, values and common norms that shape the sociability, language, symbols and organization's operations. The purpose is a system of common perception that members have it about an organization and this feature can cause distinguish between two organizations [7]. One of the most comprehensive definitions that maybe covering many of other definitions is presented by [8]:

The organizational culture is a pattern of the fundamental assumptions that a special group created in solutions for problems to comply themselves with the environment and achieving integrity and solidarity. This pattern has valued in the path of this group movement and proved as useful and efficient. As a result, it is transferred as a true approach, perceiving, thinking, emotion and behavior. By this way, the culture teaches against dealing with problems [9]. The organizational culture is a class of values which often be accepted and confirmed, they help to individuals in an organization that gains wisdom and knowledge to proceedings that are treated as acceptable and actions that treated as unacceptable. Often, these values are transferred by stories and symbolic tools [10].

2.1 Decision Making

In a simple definition, decision making includes the selection of one approach among different ways [11]. Decision making enjoys high importance as the management essence. Managers are continually in decision making, but it observed many of managers' decisions does not have required efficiency and effectiveness and are recognized as unsuitable decisions. Decision-making in organization divided as different ways, Including:

- Categorizing based on access to information:

*Decision-making incertitude condition
*Decision making in risk condition
*Decision making in condition of uncertainty

- Categorizing based on management level:

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

*Strategic decisions
*Managerial decisions
*Operational decisions

- Categorizing based on decision maker:

*Decision making by Individual
*Decision making by group

- Decision making based on the model:

*Rational decision-making
*Initiative decision making [12]

Decision-making is the most important duty of manager and, meanwhile, is the most dangerous and difficult duty. Incorrect decisions can destroy a job or an organization irreparably, thus, it must be studied that untrue decisions are coming from which result? In most of the times, we must consider the process of making these decisions, means options are not explained completely, true gather information or expenses and interests are not measured as properly. But sometimes, the problem is not in the decision-making process, but also in the mind of the decision maker. The way of human brain's performance can be the destroyer of our decisions.

Researchers have studied in the way of making a decision of our brains about half a century. These researchers, as laboratory and field, indicated that we use intuitive methods to overcome the inherent complexity of most of the decisions. These methods, that are called Heuristic approaches, are desired for us in most of the situations [13]. Decision-making process begins with raising a problem or more precisely, by observing the existing condition and desired condition [14].

A system, including an organization, has quantitative and qualitative aspects which in each time, only quantitative aspect cannot be expressive for overall situation of the system, therefore, these quantitative approaches are not always along with complete success in solving organizational issues. One of the most important qualitative methods is the smart systems which can help a human in analyzing the qualitative issues of systems (artificial intelligence).

Working on artificial intelligence began in 1950 by the pioneers in the field of statistics, neurology, and psychology and etc. in these kinds of methods, the human seeks to the conquest of the universe and try that uses from the best and most efficient natural methods. One of the most important fields of artificial intelligence is the artificial neural networks that are following the simulation of small human's brain performance in the dominance of the universe [15].

2.2 Decision-making process

Generally, the decision-making process can be included in six levels: First level includes of cognition and determining a problem and issue which made an obstacle in the path of realizing the purpose. In this level, it must be an effort that the main and real problem be recognized and defined properly. The second level is finding possible solutions to solve the mentioned problem. Reviving solutions is performed considering the scientific and practical experiences of manager and information and statistics in his hands. Whatever more solutions can be find and determined for the problem, better selection will be made in decision making. The third level, selection of criterion to measure and evaluate possible solutions. For that

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

solution come into evaluation rather each other, it is necessary that they are studied by a criterion.

The fourth level is a determination of results coming from each of possible solutions. As an example, the expenses from each application of each possible solution are evaluated and counted as the base of next evaluation. Based on the selected criteria, positive and negative results of each of these solutions can be specified at this stage. Fifth level, evaluation of solutions is by investigation of results from them. Each solution, considering to results that will be for the organization, will be compared with the most solutions and priority of solution will determine. The final step in decision-making process is the selection of one way among different methods and presentation of decision announcement. This level is realized at the end of assessment level and priorities' determination and solution that gave the best results and had the most upper degree of priority, is the selective solution. Sometimes, experimental performance of decision maker's decision also is mention as a part of decision-making process that in the meanwhile, being practical of decision will be assessed and in the case of not being successful, will place in a form of new problem at the beginning of decision making process and pre-mention levels will be repeated about it [17].

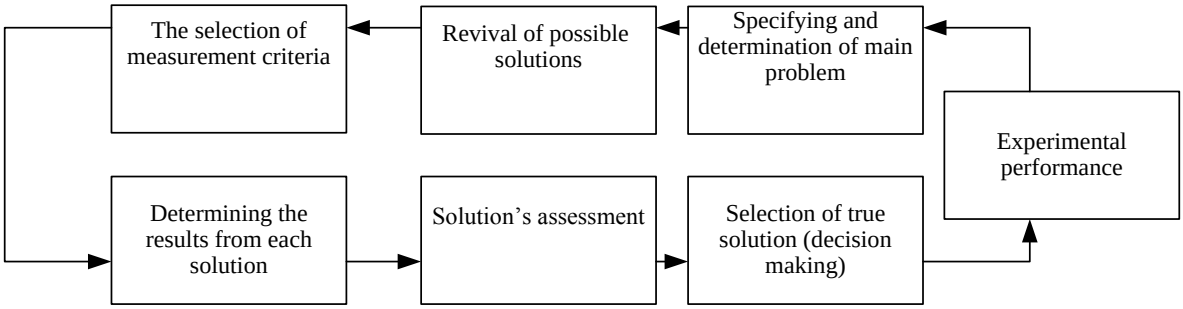

Fig. 1 Different stages of making decision process [18]

2.3 Decision-making style

Decision-making style of individuals is expressive of habit pattern which they use during the decision. On the other words, decision style of each person is his or her personality approach in perceiving and reaction to decision duty. [19] the result is in addition to organizational and environmental factors affecting on manager's decision-making style, personality feature's difference also cause that managers behave differently to decision situations and it is because of this reason that their style of decision making different from each other.

2.4 Herbert Simon Theory

Simon was born in 1916 in Milwaukee in Minnesota, America. Simon believes that in each administrative theory "decision" must be formed the main axis. When individuals to achieve the certain aim, harmonize their activities, they actually decide consciously that choose which method between different ways, to act. In addition, "Simon" believes that the decision maker usually is not looking for "optimum decision" to its economical concept and often, relies on "favorable decision". In other words, decision maker as soon as can find a solution that while

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

can confirm some of the determined requirements, to achieve his or her main purpose, choose that solution and stop searching for the best solution. So that in condition the rational decision can be adopted that firstly, all the possible solutions to solve the problem be studied and secondly, the amount of predictability of results and implications of each of solutions will be specified, third, the amount of assessment precision and grading predicted results be satisfied in terms of their applicability and after all of these stages, optimum solutions be selected .

By the other hand, "Simon", while giving importance to participation and collaboration of individuals in organizational decisions, believes that individuals when to accept the organizational membership, actually they lose their authority considerably in decision making .

In the other words, they allow the organization to penetrate in their decisions a little. Now it must be seen that the organization by which mechanisms, impose its penetration in the decision of each of members and how to link their decisions with the organization's goal and plans. In Simon's idea, these mechanisms include of:

A: Division of work: division of work is one of the most fundamental measures that organizations apply to confine the range of individual's decision. By leaving certain duties to individuals, they actually guide to a direction that paying their attention only to issues that be in relation to these duties.

B: Determining the method of working (standard methods to perform the work): by the working standard and determining the details of working steps also can prevent individuals a little from personal solutions .

C: Authority: determining the range of competency and individual's authority in the decision also is another important factor in affecting organizational decisions. So that the overall policies and important decisions on top of the organization pyramid adopt by the manager and transfer to the lower levels of organizational hierarchy so that be used as guidance and criterion for decision making.

D: Communication's system: the fourth important factor affecting in personal decision making, is the communication system. It is by the communication's channel that necessary information or the facts of decisions transmitted in different directions .

H: Education: education and suggestion also are powerful tools in affecting individual's decision. Using these tools, it is tried that information, values, and regulations, be penetrated in person's conscience that form a part of their beliefs. Therefore, such decisions that individuals adopt, will be in accordance and consistent with the general organization's purposes.

Table 1 some of the organizational culture definitions

Expert	Definition
[20]	The culture includes of behavioral patterns which transfer by the signs, culture is placed in more buildings, ideas, and values.
[21]	Set of common concepts.
[22]	The meaningful framework which helps to the interpretation and direction of behavior.
[23]	Values, beliefs and such expectations which organization members are sharing.
[24]	The shared patterns from beliefs and expectations that forms firstly the norms and then behavior.
[25]	Set of signs, ceremony, and mystics that transfer values and beliefs of the organization to their members.
[26]	A system of informal rules that determines people how to behave in most of the times.
[27]	Culture has three aspects: 1-contents 2-feature and 3 groups.
[28]	Culture is a glue that maintains the organization by the common patterns and includes of basic values, forms, and strategies to strengthen the content.
[29]	Such values and common beliefs that are in interaction with structures and control systems of organization to make the behavioral norms.

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

Expert	Definition
[30]	A form of fundamental assumptions that each group innovates, explore or make it for itself so that learning the way of dealing with problems in accordance with the external environment and making integrity.
[31]	The best way of working in the organization.
[32]	Organizational culture includes of main values, assumptions, interpretations in such strategies that specifies the features of an organization that is indicated in 4 types of organizational culture. These four types include people, special democracy and market, and hierarchies.
[33]	Cultures includes of thinking software
[34]	Culture shows a unique aspect of a society, often a group of humans.
[35]	Culture is the forming methods of thinking, emotion, and reaction that came intentionally by the signs or symptoms and it not transferred.

Despite existence of such differences in relation to organizational culture definitions, similarities also can be seen between them. Some points are revealed by comparing these definitions. Including emphasis on values, beliefs, and expectations that shared in the group or an organization, and instead, help the members to recognize their environment and direct their behavior. These are not organizational culture definitions that are different from each other, but the approaches and gathering tools and performing operations on data that cause the differences.

3 Method

Based on researcher findings, it can be claimed that there are a relation and correlation between organizational culture and selection of leadership style by managers according to the figure below in three kinds of organizations that included the theoretical framework of the current study:

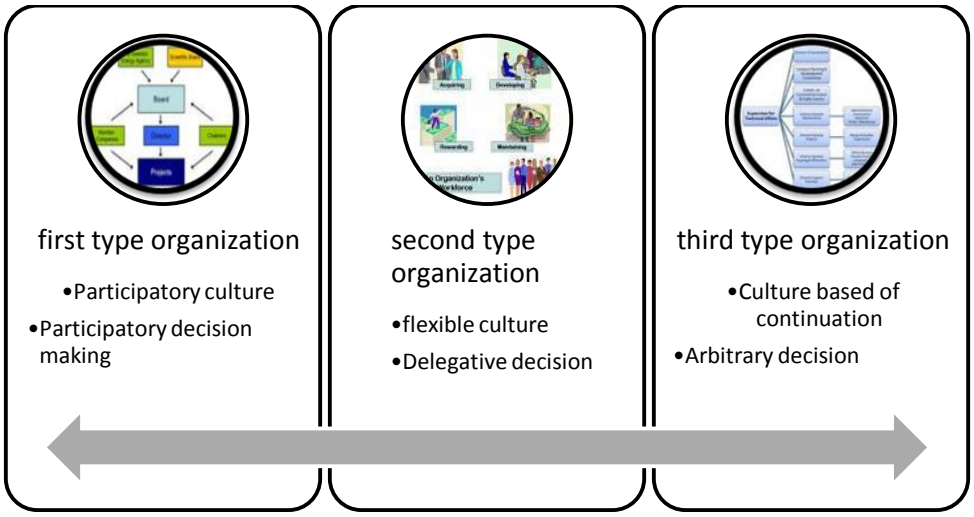

Fig. 2 theoretical framework of the study

This study is applied and in terms of gathering data is a survey, the research method also is descriptive-analytic. Statistical population: in this study is the personnel of administrative and financial assistances of units and educational centers of 8th region of Islamic Azad University. Sampling method: based on Cochran method, 56 people were selected as studied

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

statistical sample in a form of cluster-random and a questionnaire was sent to each one. For more explanations, the Cochran formula is presented based on the following relation:

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

where the considered indices in aforementioned relation are defined as follows:

- n Sample size
- z Z value (e.g. 1.96 for 95% confidence level
- p percentage picking a choice, expressed as a decimal
- d confidence interval, expressed as decimal
- N Statistical population size

Furthermore, questionnaire designing and investigating the reliability and validity: To perform the study, a questionnaire was designed in two sections, the first section to question the cultural features of organization and the second one, to question about the pattern (style) of manager's decisions making. The ostensible and content validity of the questionnaire was examined and confirmed using teacher's idea and experts. Validity and reliability of questionnaire also confirmed from Cronbach's alpha evaluation that its results gained in table 2, with the amount of 0/716. In this respect, suppose that we compute a quantity that is a sum of K elements as $X = Y_1 + Y_2 + \cdots + Y_k$. Cronbach's alpha is represented as follows:

$$\alpha = \frac{k}{k-1}\left(1-\frac{\sum_{i=1}^{k}\sigma_{Y_i}^2}{\sigma_X^2}\right) \quad (2)$$

where $\sigma_{Y_i}^2$ is the variance of element I for the existed sample of persons, and the variance of the observed total test scores. Moreover, the Cronbach's alpha can be defined based on the following relation:

$$\alpha = \frac{k\bar{c}}{\left((k-1)\bar{c}+\bar{\upsilon}\right)} \quad (3)$$

where is the average of all covariance between the elements in the existed sample of persons, and the average variance of each element.

Table 2 Descriptive statistics: answering the questions in terms of numbers, median and mode

		N	%
Cases	Valid	44	100.0
	Excluded[a]	0	.0
	Total	44	100.0

Cronbach's Alpha	N of Items
.716	18

a. Listwise deletion based on all variables in the procedure.

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

4 Data Collection and Analysis

At first, the mentioning of this matter is essential that due to the usual restrictions in research studies, some of the samples of the statistical population are not given the answer to the questionnaire or gave an uncompleted answer that ultimately, 44 questionnaires were completed generally and analyses were made based on that. As it was referred before, in this research such assumptions addressed that knows the relation between the special organizational culture and a certain style of manager's decision making as related and correlated, that based on this fact also a questionnaire in two sections will design and analyze. In analyzing the statistical data, the gained information was studied in two parts of descriptive and inferential statistics. In descriptive statistics part, descriptive table of answers and the way of distributing their frequency along with diagrams of each of questionnaire is shown.

In the inferential part also using the test of each question based on the given answers, data were analyzed using SPSS 16 software statistically. To test the study questions and rejection or confirmation of them, two sentences P assumption test was used. In this test, information was categorized into two classes as failure and success (opposition or agreement). Like the ratio's test, selection of many answers (selection of 4 numbers option) and too many (selection of 5 number) are treated as an agreement or in other words, if about the selective option, we have $X \geq 4$, person agrees with the addressed contents of question and otherwise, is disagree with it. By the other way, considering to the statistic of $P_{x \geq 4}$, the assumption test of each question will be as follow: (one-sided test)

H_0: $P_{X \geq 4} \geq 0.6$ (Claim)

H_1: $P_{X \geq 4} < 0.6$

$P_{X \geq 4}$ is the probable success ratio (agreement)

$X \geq 4$ is the society success (agreement) ratio

If sig of the evaluated standard statistic (Z) being more than sig of the accepted statistic in the certainty level of 95 percent that equals α - %5, the desired assumption will be confirmed and otherwise, rejected.

It is appreciated to in statistics, the standard score is the signed number of standard deviations an observation or data is above the mean. A positive standard score indicates a datum above the mean, while a negative standard score indicates a datum below the mean. It is a dimensionless quantity obtained by subtracting the population mean from an individual raw score and then dividing the difference by the population standard deviation. This conversion process is called standardizing or normalizing. Standard scores are also called z-values, z-scores, normal scores, and standardized variables; the use of "Z" is because the normal distribution is also known as the Z distribution. They are most frequently used to compare a sample to a standard normal deviate, though they can be defined without assumptions of normality. The z-score is only defined if one knows the population parameters; if one only has a sample set, then the analogous computation with sample mean and sample standard deviation yields the Student's t-statistic. Also, the standard score can be used in the calculation of prediction intervals. A prediction interval [L, U], consisting of a lower endpoint designated L and an upper endpoint designated U, is an interval such that a future observation X will lie in the interval with high probability, i.e.

$$P\left(-L < X < U\right) = \gamma \tag{4}$$

For standard score Z of X it gives:

$$P\left(\frac{L-\mu}{\sigma} < X < \frac{U-\mu}{\sigma}\right) = \gamma \tag{5}$$

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

Moreover, by determining the quintile z such that

$$P\left(-z < X < z\right) = \gamma \tag{6}$$

where it follows: $L = \mu - z\,\sigma, U = \mu + z\,\sigma$, and $z = \frac{x - \mu}{\sigma}$.

If its sampling distribution is normally distributed, the sample mean, its standard error and the quintiles of the normal distribution can be used to calculate confidence intervals for the mean. The following expressions can be used to calculate the upper and lower 95% confidence limits, where $\bar{x}$ is equal to the sample mean, $\frac{s}{\sqrt{n}}$ is equal to the standard error for the sample mean, if *s* is the sample standard deviation, *n* is the number of observations, and 1.96 is the 0.975 quintile of the normal distribution:

$$\text{Upper 95\% limit} = \bar{x} + \left(\frac{s}{\sqrt{n}} \times 1.96\right) \tag{7}$$

$$\text{Lower 95\% limit} = \bar{x} - \left(\frac{s}{\sqrt{n}} \times 1.96\right) \tag{8}$$

5 Discussions

At first, in Table 3, given answers are shown in terms of a number of questions, the number of respondents and also: median (media response) and also mode (the data having maximum frequency). In Table 4 also the range of options in each set of questions, the smallest and largest selected option in each set is shown along with the mean ad standard deviation:

Table 3 Descriptive statistics: answering the questions in terms of numbers, median and mode

	1 Question	2 Question	3 Question	4 Question	5 Question	6 Question	7 Question
N Valid	44	44	44	44	44	44	44
Missing	0	0	0	0	0	0	0
Median	1.00	2.00	1.00	2.00	1.50	1.00	2.00
Mode	1	2	1	2	1	1	1
	8 Question	9 Question	10 Question	11 Question	12 Question	13 Question	14 Question
N Valid	44	44	44	44	44		
Missing	0	0	0	0	0		
Median	4.00	4.00	2.00	2.00	4.00		
Mode	4	4	2	2	4		
	15 Question	16 Question	17 Question	18 Question			
N Valid	44	44	44	44			
Missing	0	0	0	0			
Median	3.00	4.00	2.00	2.00			
Mode	2	4	2	2			

Source: researcher findings

Table 4 descriptive statistics: answering the questions in terms of range, maximum, minimum mean and standard deviation

	N	Range	Minimum	Maximum	Mean	Std. Deviation
1 question	44	2	1	3	1.34	.526
2	44	2	1	3	1.61	.538
3	44	2	1	3	1.45	.548
4	44	2	1	3	1.66	.645
5	44	2	1	3	1.52	.549

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

	N	Range	Minimum	Maximum	Mean	Std. Deviation
6	44	2	1	3	1.61	.754
7	44	2	1	3	1.66	.680
8	44	2	3	5	4.25	.719
9	44	2	3	5	4.23	.711
10	44	2	1	3	1.66	.645
11	44	2	1	3	1.89	.722
12	44	4	1	5	3.52	1.320
13	44	3	1	4	1.86	.905
14	44	4	1	5	2.07	.998
15	44	4	1	5	2.89	1.385
16	44	4	1	5	3.73	1.149
17	44	3	1	4	2.23	1.031
18	44	3	1	4	2.41	.945
Valid N (listwise)	44					

Source: researcher findings

Results from each question are presented based on the given answers that came in Tables 5 and 6. In binomial test, the probable ratio of success is considered normally as 50% but for certainty, it is considered as 60% in this study (although it is required to mention that in 65% level also such results will be gained, table 6 is a demonstration of these results).

Table 5 test results of each question in the certainty level of 60 percent

Question1	Group1	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (1-tailed)
	Total					
2	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
3	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
4	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
5	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
6	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
7	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
8	Group1	< 4	26	.6	.6	.508**
	Total	>= 4	18	.4		
			44	1.0		
9	Group1	< 4	27	.6	.6	.492*
	Total	>= 4	17	.4		
			44	1.0		
10	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
11	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
12	Group1	< 4	34	.8	.6	.012*
	Total	>= 4	10	.2		
			44	1.0		
13	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
14	Group1	< 4	43	1.0	.6	.000*
	Total	>= 4	1	.0		
			44	1.0		
15	Group1	< 4	35	.8	.6	.005*

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

Question1	Group1 Total	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (1-tailed)
	Total	>= 4	9	.2		
			44	1.0		
16	Group1	< 4	32	.7	.6	.056*
	Total	>= 4	12	.3		
			44	1.0		
17	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		
18	Group1	< 4	44	1.0	.6	.000*
	Total		44	1.0		

a. Based on Z approximation.
b. Alternative hypothesis states that the proportion of cases in the first group <.6.

Table 6 results of each question test in 65 percent certainty

	Group1 Total	Category	N	Observed Prop.	Test Prop.	Asymp. Sig. (1-tailed)
2	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
3	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
4	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
5	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
6	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
7	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
8	Group1	< 4	26	.59	.65	.251**
	Total	>= 4	18	.41		
			44	1.00		
9	Group1	< 4	27	.61	.65	.359*
	Total	>= 4	17	.39		
			44	1.00		
10	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
11	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
12	Group1	< 4	34	.77	.65	.057*
	Total	>= 4	10	.23		
			44	1.00		
13	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
14	Group1	< 4	43	.98	.65	.000*
	Total	>= 4	1	.02		
			44	1.00		
15	Group1	< 4	35	.80	.65	.027*
	Total	>= 4	9	.20		
			44	1.00		
16	Group1	< 4	32	.73	.65	.180*
	Total	>= 4	12	.27		
			44	1.00		
17	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		
18	Group1	< 4	44	1.00	.65	.000*
	Total		44	1.00		

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

In addition, Table 7 represented the brief of 18th assumption test results (questions) of the questionnaire. In fact, the obtained test results show that just three assertions are confirmed in our problem which is defined as follows: the organization has the procedure continuity, the way of performing the work in the organization has an importance, and organization decisions are taken as centralized. On the other hand, the probable success ratio ($P_{X\geq 4}\geq 0.6$) for these elements is achieved. Therefore, the other 15 claims are rejected (i.e. $P_{X\geq 4} < 0.6$).

Table 7 summary of the assumption test results

Final theory	Test result	Question or hypothesis (designed claim)	Number of question
Organization doesn't care about environmental changes.	Claim rejected	Organization cares about environmental change.	1
Organization doesn't care about customers.	Claim rejected	Organization cares about customers.	2
Organization personnel not having a sense of responsibility.	Claim rejected	Organization personnel has a sense of responsibility.	3
Organization doesn't care about environmental factors recognition.	Claim rejected	Organization cares about environmental factors recognition.	4
Organization doesn't show any reaction to the environmental changes.	Claim rejected	Organization shows a reaction to the environmental changes.	5
The lack of structural restructuring due to environmental changes.	Claim rejected	Structural restructuring due to environmental changes.	6
Organization doesn't define a set of new behaviors for a new work.	Claim rejected	Organization defines a set of new behaviors for a new work.	7
Organization has the procedure continuity.	Assertion confirmation	Organization has the procedure continuity.	8
In an organization, the way of performing the work has an importance.	Assertion confirmation	In an organization, the way of performing the work has an importance.	9
Organization personnel has the lack of participation spirit.	Claim rejected	Organization personnel have the participation spirit.	10
it is not consulting with organization personnel in adopting decisions.	Claim rejected	It is consulting with organization personnel in adopting decisions.	11
Communications have formal form in the organization.	Claim rejected	Communications have informal form in the organization.	12
Criticism is not free about the way of performance in the organization.	Claim rejected	Criticism is free about the way of performance in the organization.	13
Authorities are not paying attention to give suggestions to improve the affairs.	Claim rejected	Authorities are paying attention to give suggestions to improve the affairs.	14
Organization Laws and regulations are not flexible.	Claim rejected	Organization Laws and regulations are flexible.	15
Organization decisions are taken as centralized.	Assertion confirmation	Organization decisions are taken as centralized.	16
Managers are not telling the organization problems to the personnel.	Claim rejected	Managers are telling the organization problems to the personnel.	17
The decision in administrative affairs is not delegated to the lower sections.	Claim rejected	The decision in administrative affairs is delegated to the lower sections.	18

6 Conclusions

Considering to the research findings, the current organization is followed the classic style in management and none of the indexes of informal structure's existence in the organization and also strategic functions of organizational culture and their employment in achieving the

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

organization goals are considered. Therefore, it is recommended to the authorities and policy makers that according to the findings of this study and specifying necessary priorities, provide actions, and measures to reform and improve the current condition of organization in each part and otherwise, by continuation of current procedure, gradually impalpable expenses of adopting methods show themselves as tangible by the time, especially considering to the intent to rival organizations in similar fields and necessity of rational competition with them using all the hardware and software facilities, especially in the section of human resources and the role of culture and managerial style in forming the dynamic organizational structure. Moreover, the obtained results indicate that three claims as an organization have the procedure continuity, the way of performing the work in the organization has an importance, and organization decisions are taken as centralized are confirmed and the other 15 claims are rejected. For future directions, considering more important factor which can be affected by managers' decision-making style is suggested to enhanced the proposed approach and assess the problem, appropriately. Furthermore, preparing a structural equation modeling can help to recognize the linear structure relations between each considered elements and these effects to managers' decision-making style.

References

1. Andersson, L. M., Pearson, C. M., (1999). Tit for tat? The spiraling effect of incivility in the workplace. Academy of management review, 24(3), 452-471 .
2. Armonk, N., (1992). ME Sharpe. Greenhalgh, Susan.
3. Barbosa, Í., Cabral-Cardoso, C., (2007). Managing diversity in academic organizations: a challenge to organizational culture. Women in Management Review, 22(4), 274-288.
4. Bartelmez, G. W., Dekaban, A. S., (1962). The early development of the human brain.
5. O'Rahilly, R., Müller, F., (1984). Respiratory and Alimentary Relations in Staged Human Embryos New Embryological Data and Congenital Anomalies.Annals of Otology, Rhinology & Laryngology, 93(5), 421-429.
6. Hall, J. E., (2015). Guyton and Hall textbook of medical physiology. Elsevier Health Sciences.
7. Becker, H. S., Geer, B., (1970). Participant observation and interviewing: A comparison. 2013-07-12]. http://blogs. ubc. ca/qualresearch/files/2009/09/Becker-Geer. pdf.
8. Bies, R. J., Tripp, T. M., Kramer, R. M., (1997). At the breaking point: Cognitive and social dynamics of revenge in organizations.
9. Bowers, D. G., Seashore, S. E., (1966). Predicting organizational effectiveness with a four-factor theory of leadership. Administrative Science Quarterly, 238-263.
10. Brown, M. E., Treviño, L. K., (2006). Ethical leadership: A review and future directions. The leadership quarterly, 17(6), 595-616.
11. Cabrera, Á., Cabrera, E. F., Barajas, S., (2001). The key role of organizational culture in a multi-system view of technology-driven change.International Journal of Information Management, 21(3), 245-261.
12. Cameron, K. S., Quinn, R. E., (2005). Diagnosing and changing organizational culture: Based on the competing values framework. John Wiley & Sons.
13. Cooper, T. L., (2001). The emergence of administrative ethics as a field of study in the United States. Handbook of administrative ethics, 2, 1-36.
14. Cultures, C., (1982). The Rites and Rituals of Corporate Life. Reading, Mass.: Add i son-Wesley.
15. Gillespie, M. A., Denison, D. R., Haaland, S., Smerek, R., Neale, W. S., (2008). Linking organizational culture and customer satisfaction: Results from two companies in different industries. European Journal of work and organizational psychology, 17(1), 112-132.
16. Denison, D. R., (1990). Corporate culture and organizational effectiveness. John Wiley & Sons.
17. Deshpande, R., Webster Jr, F. E., (1989). Organizational culture and marketing: defining the research agenda. The Journal of Marketing, 3-15.
18. Deshpandé, R., Farley, J. U., (2004). Organizational culture, market orientation, innovativeness, and firm performance: an international research odyssey. International Journal of Research in Marketing, 21(1), 3-22.

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]

19. Trevino, L. K., Hartman, L. P., Brown, M., (2000). Moral person and moral manager: How executives develop a reputation for ethical leadership. California management review, 42(4), 128-142.
20. Fagard, R. H., Unit, C. R., Leuven, K. U., (1997). Impact of different sports and training on cardiac structure and function. Cardiology clinics, 15(3), 397-412.
21. Henri, J. F., (2006). Organizational culture and performance measurement systems. Accounting, organizations and society, 31(1), 77-103.
22. .Nelson, C., Grossberg, L., (1988). Marxism and the Interpretation of Culture. University of Illinois Press.
23. Greenberg, J., (1997). Antisocial behavior in organizations. Sage.
24. Griffin, R. W., O'Leary-Kelly, A., Collins, J., (1998). Dysfunctional work behaviors in organizations. Journal of Organizational Behavior (1986-1998), 65.
25. Grundstein-Amado, R., (2001). A strategy for formulation and implementation of codes of ethics in public service organizations. International Journal of Public Administration, 24(5), 461-478.
26. Bourantas, D., Anagnostelis, J., Mantes, Y., Kefalas, A. G., (1990). Culture gap in Greek management. Organization Studies, 11(2), 261-283.
27. Havlin, J. L., Beaton, J. D., Tisdale, S. L., Nelson, W. L., (2005). Soil fertility and fertilizers: An introduction to nutrient management (Vol. 515). Upper Saddle River, NJ: Pearson Prentice Hall.
28. Hofstede, G. H., Hofstede, G., (2001). Culture's consequences: Comparing values, behaviors, institutions and organizations across nations. Sage.
29. Okumura, T., Sago, T., & Saito, K., (1988). Effect of prostaglandins and their analogues on hormone-stimulated glycogenolysis in primary cultures of rat hepatocytes. Biochimica et Biophysica Acta (BBA)-Lipids and Lipid Metabolism, 958(2), 179-187.
30. Phillips, J. M., Gully, S. M., (1997). Role of goal orientation, ability, need for achievement, and locus of control in the self-efficacy and goal--setting process.Journal of applied psychology, 82(5), 792.
31. Key, S., (1999). Organizational ethical culture: real or imagined?. Journal of Business Ethics, 20(3), 217-225.
32. Mitchell, T. R., (1982). People in organizations: An introduction to organizational behavior. New York: McGraw-Hill.
33. Kroeber, A. L., Kluckhohn, C., (1952). Culture: A critical review of concepts and definitions. Papers. Peabody Museum of Archaeology & Ethnology, Harvard University.
34. Kwantes, C. T., Boglarsky, C. A., (2007). Perceptions of organizational culture, leadership effectiveness and personal effectiveness across six countries. Journal of International management, 13(2), 204-230.
35. Parry, K. W., Proctor-Thomson, S. B., (2002). Perceived integrity of transformational leaders in organisational settings. Journal of Business Ethics, 35(2), 75-96.

[Downloaded from ijorlu.lahijan.iau.ir on 2026-10-10]