

Fitness between Typology of Organizational Power, Cultures and Persons' Needs in Organization

Mohammad Aghaei¹, Javad Ghorbany², Hamidreza Ghasemi Banabari³,
Amin Asadollahi⁴

¹Assist Prof, Department of Business Management, Branch, Shahid Beheshti University (SBU), Tehran, Iran

^{2,3}Department of Management and Accounting, Allameh Tabataba'i University, Tehran, Iran

⁴Department of Business Management, Science and Research Branch, Islamic Azad University, Tehran, Iran

ABSTRACT

In many developing societies due to cultural changes, the need of the people is changing. This issue needs to sufficient basis to take advantage of this deal and new control methods and in accordance with the requirements of the needs. In other words, at least people are not willing to follow the past styles. This study use culture, needs and organizational power hierarchy tried to investigate the role of culture and the need of people to choose the kind of applied power. The sample consisted of 198 individuals who had college studies in 3 university of iran. Data analyze with SPSS software and ANOVA statistic. The results were summarized in a two-dimensional matrix, showed that people with lower levels of hierarchy of needs and collective culture, more considered to traditional power, individual culture, and high level of hierarchy of needs more considered to legitimate authority, and collectivist cultures with high level of hierarchy of needs more considered to power of charismatic.

KEYWORDS: Power, Culture, High order needs and low order needs.

1. INTRODUCTION

Nowadays, one of power and superiority is having good organizational culture. Organizational culture of every system reflects the characteristics, traits, strengths and weaknesses of that organization and show the inside and outside faces of the staff commitment to the values, principles, beliefs, attitudes, and other related beliefs. (Ahmadvand et al; 2008)

At least one third of the people spends their lives (adulthood) in organization and One-third is spent on revitalizing and sleep and rest of it spend to his favorite affairs. So actually we have handed control of a third of lifetime to others in the organization and focused on the complex relationship. (Cleqq & et al, 2005, p 155) . According to Peru, organizations create strength, the strength rise from various available resources; it will be rejected and will certainly be used (Scott, 2007: 389). Individuals are affected cultural and environmental factors with respect to their gender, social, and personal roles and In addition to biological differences that have arisen due to hereditary factors, Because of the differences in culture and their environment, get large differences in thoughts, behaviors, emotions, and ultimately earn their interactions with others (Myers, 1988, p242). Also, persons in any organization are recognized as an important source. Persons are always in need creatures. This needs involve the entire life of the individual as a process (Ahmadi and Ahmadi, 2007).

Now in this article by caring theory related to culture including individualism - collectivism / masculinity versus femininity, Weber's theory of power, including the power is based on traditional contract (Chairman - Tribal), based on the power law (power law) and power based on influence and the Attractiveness of leader and Maslow hierarchy of needs, which include physiological needs, safety needs, social needs, respect and self-actualization needs; we are going to survey and identify type of power that use in the organizations through culture and needs. In the other word if there is predominant culture and needs, what kind of power we need for control. In the literature we also demonstrate there is a lack of research tried to show this fitness.

2. LITERATURE REVIEW

2.1 culture and organizational power

Different scholars with different academic majors have presented various viewpoints on Culture. Some like Shine (1990: 112) stated that culture is a pattern of basic assumptions that device, create, discover from a specific group to deal with compatibility issues and as a way to teach right thinking, right feeling. Robbins and Judge (2002) define a culture as organized patterns of value, beliefs and behaviors that created from social group over time and transferred. The purpose of culture is giving people a sense of identity and creates a commitment to beliefs and values. (Daft, 2009: 631).

The concept of organizational culture also appealed to organizational scientists and practitioners who had grown disillusioned with the prevailing formalistic, quantitative organizational research. The emphasis on organizational culture shifted attention away from the functional and technical aspects (the so-called hard side) of management that could be more readily quantified and empirically analyzed to the interpersonal and symbolic aspects (the soft side) of management that required in-depth, qualitative studies of organizational life. More recently, attention has turned to identifying and creating an organizational culture that facilitates agility; promotes alliances, partnerships and networks; encourages knowledge

management; fosters corporate responsibility and/or moral integrity; and embraces diversity. The concept of organizational culture has generated a massive literature with enormous popularity (Yazdani and Yaghoubi, 2011).

In 1980 Organizational culture was presented by Ouchy Waterman and others as the most important and discussing subject in the field of organizational behavior (Askari, 2011). Culture is defined as a set of information and values in which a group of people are contributed and directs their communications. Culture is the general body of the ideas and values which are believed by everyone and define the commitments and requirements of life. These ideas and values are taught to people so fast and unconsciously that they are not aware of the impact (Lane *et al.*, 2000: 22). Culture can be considered as a set of factors that are learned. A growing child learns a group of major values, ideals, perceptions, preferences, morality, behavior and other instructions through environmental communication during years. Such dominant culture which connects the family members signifies many responds for the individual in certain positions (Chandon, 1997: 440).

Culture indicates the special ways of accomplishing the jobs and behaviors that people of a country or region have gained gradually. Culture helps people to denote their role in the world and obtain identity. The experts believe that culture is acquisitive and considers the common aspects of doing job in a certain society. Combination of the factors causes the culture of a country or any society be different from other ones (Shermerhorn *et al.*, 1999: 51).

Robbins believes that organizational culture indicates a system of common definitions, while the whole organizational culture might be different from its components. But the following issues are key characteristics in which the cultures are different: 1) Individual initiation; 2) Risk tolerance; 3) Reward systems; 4) Identity; 5) Management support; 6) Control systems; 7) Managerial direction; 8) Integration; 9) Conflict tolerance; 10) Communication pattern (Robbins, 1990: 438-439).

Whenever people enter to organization for activity, they familiar with the dressing in the manner of its organization, the stories that people tell about work, rules and procedures of the organization, its hidden relationships and informal organizations, how rituals and ceremonies hold, Duties, Pay System, Jargon, and jokes only the members of the organization understand it. These are some of manifestations and cultural institutions of organizations (Afjeh' 2009: 332). So this difference issue will cause a different perspective on the organizational culture (Scott, 2007: 198). A researcher as a name of Geert Hofstede on conducted a comprehensive study on cultural differences. The researchers conduct their research on 116 thousand employees in 40 countries; all of them were working in a multinational company. This Information basis and data collection procedures can solve the question about the differences with the policies and procedures of various things in many companies (Araabi and Fayyazi, 2009).

More importantly, though, the researcher found in their study that managers and workers different with each other in four dimensions of national culture: (Robbins and Judge 2002: 1066-1067) Collectivism vs. individualism, inequality in wealth and power, having relative certainty, comparable in quality (femininity) the quantity in life (masculinity) (Araabi and Fayyazi, 2009). Power distance is the extent to which individuals, institutions and organizations accept that power down to the unequal distribution of power. In other words, it implies how much people need to rely on powerful people. Power distance allows bosses to apply power on others. Individualism defines as a society in which a person is most important unit. He was responsible for their actions and is courage to provide comfort. He prefers Comfort of first-degree relatives over others, individualism is emphasized more on self-belief and originality, (Khadivi, 2007). In the individualistic culture duties has precedence on relationships (Hatch and Cunliffe, 2006: 343). In the male-oriented society (masculinity), gender roles are very distinct and clear. Men and women find their place in society and their boundaries are clear. Female-oriented (femininity) society refers to a society where gender roles are overlapping each other, men and women can take the same roles without any problems. In male-oriented society, the predominant value in society is money, success and material things. In other hand in feminine society the quality and comfort is preferred on the material items. In masculinity culture, people tend to be bold in their work environment, and economic growth is more important than environmental survival. Avoid the uncertainty is the extent in which members of a culture feel threatened by uncertain and unknown, and uncertainties. This can be expressed through high levels of stress and a lot needs to be in the written or unwritten roles. This attribute specifies the amount of people tolerance in a society of undisclosed, unknown and non-predictable positions. In this culture, people want a clear order and clarity in duties. Staff believes that the laws and regulations governing the work environment must be fully respected (Khadivi, 2007). while organizations in avoidance culture resist to standardization and formality ((Hatch and Cunliffe, 2006: 342). The main finding of Hofstede is that organizations are influenced by culture. This not only affects the behavior of individuals within the organization, but also affects on Probability of successful transmission of organizational theory and management styles from culture to another (Ghasemi, 2009: 601).

Several explanations have been proposed for power. Salancik & Pfeffer have defined the power to compel people to do things in a way that they want (Mitsuhashi & Henrich, 2004). Dahl (1957) argues that, "B" have influence on "A" to the extent that the "B" force into something that does not like (Hatch, 1997: 552; Antonsen, 2009). According to Emerson (1962), French & Raven (1959) power and ability to influence others and generally comes from the control of valuable resources and the ability to punish and reward. Thibaut & Kelley (1959) stated that power is a variable that can be defined only associated with individuals or groups (Anderson & Galinsky, 2006:512-513).

Weber distinguishes significantly different among the three dimensions of legitimacy (IC) (Terpstra, 2011). To clarify this process, the legitimacy of the Weber classification proposed his famous forms of authority (Aharanjany, 2006: 216). There is another aspect of legitimate authority and it's important for our current purpose and is for any form of legitimacy (power) has a special kind of good administration. Administration as a phenomenon cannot rule out of any patterns framework. The models are changed on basis of the dominant forms of authority that surrounds them (Aharanjany, 2006: 217). Taking this time to review the typology of authority (legitimate power), Weber explains.

- 1 Legitimate power is based on the traditional (traditional authority), which claims its legitimacy from the sacred traditions and points are those that are in line with the traditions of the time of applied of jurisdiction (Ahrnjany, 2006; 217).

- 2 Legitimate power based on charisma (charisma competence), which claims to be inspired the legitimacy from his sanctity and character of a leader and rules and norms he create (Ahranjany, 2006: 217).
- 3 Legal power is based on the law (Rational- legal authority) claims that to be inspired by its legitimacy that has the popular acceptance of certain impersonal rules. (Ahranjany, 2006: 217).

Under traditional bureaucratic machine that has the highest probability of occurrence is "Gerontocracy" or Patualchalism that in which there is no administrative staff idea. Or the administrative system is a form of Patuimewialism in which the office staff is under strict personal control of boss. (Ahranjany, 2006: 218).

Charismatic competence that its base difference with people attitude, create from great man orientation who has followers. The purpose for select charismatic leader is cause to Unity, security and stability. Those who are in public service tasks, disciples and followers choose leaders based on charisma criteria, and there is no set of rules and criteria for their selection (Ahranjany, 2006: 218). Just like traditional authority hierarchy in which no clear channels of communication and regular procedures for hiring or promotion, even the financial rewards cannot be used. Legitimate legal authority doesn't take its legitimacy from sanctity of traditions, but from specific rules. By adopting a general framework for the selection rules, certain rules are accepted as reasonable and fair and other personal property so that the exercise of sovereignty within the framework of a civilized society is dynamically possible. Obey such laws is impersonal Obey the laws of their legitimacy and rational rather than personalities and backgrounds those commands are issued to comply with the rules. (Ahranjany, 2006: 219-220). So it can be argued that the actions of this kind of power is to build character, these characters cannot be included characters or entities.

Relationship between culture and power in the perspective of modernism and post modernism is expressible (Scott, 2007: 520). Postmodern insights highlights into the diversity of elements that make up the organization. If there is a way, it's for stopping diversities. If consistency is the dominant, it's because applied optionally. Postmodern visions as a way to evaluate the organization is reflected in the work of those theorists who insist define organization as culture and the essence of this approach lies in the symbolic order. The order is created by and through social interaction of certain people and in certain scenes (Scott, 2007: 515). Postmodern thinkers reject the idea of universal truth. The phrase "Meet the new boss / same as the old boss" expresses these ideas in popular culture (Hatch and Cunliffe, 2006: 491). Some of postmodernists don't consider the power and control as a hidden phenomenon in a specific post or acquired by a person. But they claim it is hidden in all social relations and the daily interactions between individuals and their organization and can be rebuilt. The forms of power and control are indispensable and very subtle ways in which to develop the values, ideals and beliefs to share and become a part of everyday life (Hatch and Cunliffe, 2006: 499). we also understand the culture generally Fragmented and Superficial than real. While the culture of the car looks more holographic. Scattering of Holographic Culture means that the majority of the activities that cannot be controlled directly by certain groups of people. Understanding organizations as cultures, our eyes are opened to many important insights but this vision cannot provide simple instructions to solve management problems (Moshabaki, 2008: 174).

When managers speak about the power and authority and relationship between boss and subordinate, the image of the organization as a political system] as a metaphor for the political system bear in mind that in apply principles of government system (Moshabaki, 2008: 180).

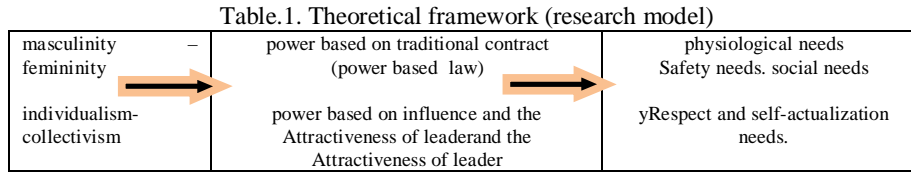
2.2 Culture and the hierarchy of human needs

Term of needs in psychological issues in the early 1930s and it means stimulating variable that cause a specific behavior in person (Ahmadvand et al, 2008). Human has diverse needs such as biological, psychological and social and this needs satisfy effort (Koldi and Samavatian, 2009). Murray says need means a power which emanates from human perception and mind. And adjusts thought and act so that a person does to change undesirable behavior in a certain direction And and convert dissatisfaction to satisfaction. (Hall & Lindzey, 1967: P.172). Maslow considered five level of need for human being: Physical Needs, Safety Needs, Social Needs, Esteem Needs, Self-actualization Needs (Plunket & Allen, 2002) and divided them into two categories: high and low order. The low order includes physiological needs and security, higher order includes social needs, respect and self-actualization (Robbins and Judge; 2002: 67). Maslow believes that human consciousness and desires often remain complete and with satisfy one another glaring (Clarke et al, 2006).

Many experts in the field agree with the ideas of Maslow and his theory about a wide range of human endeavors, including psychotherapy, education, medical, and organizational management and applied it. These all reflect his emphasis on self-fulfillment, value, authority and responsibility of the individual based on Yastklng views among family, culture and cultural environments (Cox, 1987). Therefore one of the most important variables affecting the employees' needs is the country's culture and even subcultures of the organization. Therefore, we can conclude that the guiding principles for planning, coordination and movement activities to organizational goals, they should be identify the needs of their staff, scientific and in their own views (Ahmadvand et al, 2008). The dimensions of individualism / collectivism's Hofstede directly associated with motivation theory. Gambrel & Cianci demonstrated the relationship between individualism / collectivism's Hofstede and theory of Maslow's hierarchy of needs in his studies (Gambrel & Cianci, 2003).

Gambrel & Cianci consider of the relationship between organizational culture and needs of the persons In their study. They showed that there is a relationship between Maslow's hierarchy of needs and the organization's Hofstede cultural model (Gambrel & Cianci, p143). Organization culture is Pattern of beliefs, values, culture, Rituals and Sentiments of organization that are shared by members of it . Plessis , Ngalo , Nel, Werner, Poisat, Sono (2011) stated that organizational culture affect in many aspects of life, including how to recognize, promote people, how people behave, how to react to the environment, decision-makers and organizations decisions (Nel & et al, 2011). The decision is part of the organizational process and the related to issue of who, what, when, where and how does it affect the (Farhangi and safarzadeh, 2004, 91). So, this implies that knowledge and culture through the use of power in organizations is one of the major subjects.

For the purpose of this paper, this three models and pattern combined and is designed theoretical framework of research as follow:



3. Research Questions

According to literature review and theoretical framework, article question are followed:

- Is there a fitness between individualism and the legitimate power of law and high levels of Maslow's hierarchy?
- Is there a fitness between collectivism and the tradition legal and high levels of Maslow's hierarchy?
- Is there a fitness between masculinity and the legitimate law and high levels of Maslow's hierarchy?
- Is there a fitness between femininity and the tradition law and low levels of Maslow's hierarchy?
- Is there a fitness between collectivism and charismatic power and high levels of Maslow's hierarchy?
- Is there a fitness between femininity and charismatic power and high levels of Maslow's hierarchy?

4. MATERIALS AND METHODS

The data from the survey of three national universities (Tehran, Allameh and Shahid Beheshti University), who has collected a total of 12 subset faculty schools. Those participating in this study include School of Management, Department of Political Science, School of Psychology and School of Law. All study members were active in college. Among respondent 47% (equivalent to 93 patients) versus 53% of women (per 105 people) were male. The age range of respondents varied from 15 years to over 45 years, most people in the age group of 25 to 35 and 31/3 percent of total respondents. Most respondents have a M.A degree which is about 44/4. After the occupation of the respondents indicated that most students at different academic levels equal to 49/4 percent. A standardized questionnaire was used to collect feedback which is Cronbach's alpha is. 0/841. The questionnaire was translated into Persian by four teachers to confirm the content. Questions in the questionnaire were clearly outlined. For example, in assessing the individualistic, questions were described as follow: organization encourages individual initiative, collectivity, duty, and encourages group participation, and teamwork.

4.1 Data Analysis

Before beginning the analysis we consider variables normally, and then the data will be analyzed to answer the research questions. Normality test results are as follows:

Variables Normality test

Kolmogorov - Smirnov Test are presented as follows:

- H_0 : Normal data (the data come from a normal population)
- H_1 : non-normal data (the data are not normal.)

If the significance level is small (less than 05 errors / 0) null hypothesis is rejected and otherwise it will be accepted (Momeni, 2010).

Table 2: one-sample Kolmogorov - Smirnov Test

variables	Low order of need	High order of needs	collectivism	individualism	Femininity	Masculinity	Charismatic	Legal power	Traditions power
samples	198	198	198	198	198	198	198	198	198
average	4.01	123.75	3.52	3.46	3.32	3.35	3.8	3.83	3.64
Statistics -z k-s	1.01	1.953	1.872	2.424	2.77	2.652	2.313	1.805	1.472

According to Table 2, all coefficients are significantly greater than 0/05. Thus the null hypothesis (H_0) that is the normal distribution of the variables is not rejected. And all nine variables are normally distributed samples.

4.2 Variance Analysis (GLM)

First Question: Is there a fitness between individualism and the legitimate power of law and high levels of Maslow's hierarchy?

In order to perform this analysis we use general linear models, two variables of individualism and tradition power enter to Two-factor variance analysis with interaction effect. The analysis of the results and tables will appear in the output Spss software is as follows.

Tests of Between-Subjects Effects							
Dependent Variable: high order							
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared	
Corrected Model	10.799 ^a	56	.193	1.525	.025	.377	
Intercept	908.594	1	908.594	7184.708	.000	.981	
individualism	1.310	7	.187	3.480	.001	.068	
legal	5.560	10	.556	4.397	.000	.238	
individualism * legal	5.314	39	.136	12.077	.000	.230	
Error	17.831	141	.126				
Total	3215.993	198					
Corrected Total	28.630	197					

a. R Squared = .377 (Adjusted R Squared = .130)

As can be seen in the table, (F = 12.077, df = 39, Sig. 0.000) components of individualism and legal shows distinct from the other. So the answer of first question is positive. In other words, the individualism agent with legal power is effective on high-level hierarchy of needs and there is harmony between these factors. Also, a closer look at the table shows that individualism factors (F = 3.480, df = 7, Sig. 0.001), and legal power factor (F = 4.397, df = 10, Sig. 0.000), either alone have a significant effect on the top-level hierarchy of needs and In other words, there is separate fitness between them.

Second question: is there a fitness between collectivism and the tradition legal law and high levels of Maslow's hierarchy?

In order to perform this analysis we use general linear models, two variables of collectivism and tradition legal enter to Two-factor variance analysis with interaction effect. The analysis of the results and tables will appear in the output Spss software is as follows.

Tests of Between-Subjects Effects						
Dependent Variable: lower order						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	14.509 ^a	61	.238	1.437	.043	.392
Intercept	983.394	1	983.394	5941.069	.000	.978
collectivism	.461	7	.066	3.398	.002	.020
tradition	7.184	10	.718	4.340	.000	.242
collectivism * tradition	7.616	44	.173	11.046	.000	.253
Error	22.511	136	.166			
Total	2826.710	198				
Corrected Total	37.020	197				

a. R Squared = .392 (Adjusted R Squared = .119)

As can be seen in the table, (F = 11.046, df = 44, Sig. 0.000) components of collectivism and tradition legal shows distinct from the others. So the answer of second question is positive. In other words, the collectivism factor with tradition legal is effective on high-level hierarchy of needs and there is a fitness between these factors. Also, a closer look at the table shows that collectivism factors (F = 3.398, df = 7, Sig. 0.000) , and tradition legal factor (F = 4.340, df = 10, Sig. 0.000)either alone have a significant effect on the top-level hierarchy of needs and In other words, there is separate fitness between them.

Third question: is there a fitness between masculinity and the legitimate law and high levels of Maslow's hierarchy?

In order to perform this analysis we use general linear models, two variables of masculinity and legitimate law enter to Two-factor variance analysis with interaction effect. The analysis of the results and tables will appear in the output Spss software is as follows.

Tests of Between-Subjects Effects						
Dependent Variable: high order						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	8.952 ^a	44	.203	1.582	.022	.313
Intercept	507.498	1	507.498	3945.759	.000	.963
muscularity	.569	8	.071	4.553	.000	.028
legal	3.125	10	.313	2.430	.010	.137
muscularity * legal	3.749	26	.144	14.121	.000	.160
Error	19.679	153	.129			
Total	3215.993	198				
Corrected Total	28.630	197				

a. R Squared = .313 (Adjusted R Squared = .115)

As can be seen in the table, (F = 14.121, df = 26, Sig. 0.000) components of masculinity and legal shows distinct from the others. So the answer of second question is positive. In other words, the masculinity agent with legitimate law is effective on high-level hierarchy of needs and there is a fitness between these factors. Also, a closer look at the table shows that masculinity factors (F = 4.553, df = 8, Sig. 0.000) and legitimate power factor (F = 2.430, df = 10, Sig. 0.010), either alone have a significant effect on the high-level hierarchy of needs and In other words, there is separate fitness between them.

Forth question:Is there a fitness between femininity and tradition legal and low levels of Maslow's hierarchy?

In order to perform this analysis we use general linear models, two variables of femininity and tradition legal power enter to Two-factor variance analysis with interaction effect. The analysis of the results and tables will appear in the output Spss software is as follows.

Tests of Between-Subjects Effects						
Dependent Variable: lower order						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	11.999 ^a	47	.255	1.530	.029	.324
Intercept	443.605	1	443.605	2659.339	.000	.947
feministy	.924	8	.115	3.692	.000	.036
tradition	6.778	10	.678	4.063	.000	.213
feministy * tradition	4.830	29	.167	13.999	.000	.162
Error	25.022	150	.167			
Total	2826.710	198				
Corrected Total	37.020	197				

a. R Squared = .324 (Adjusted R Squared = .112)

As can be seen in the table, (F = 13.999, df = 29, Sig. 0.000) components of femenity and tradition legal shows distinct from the others. So the answer of forth question is positive. In other words, the femenity agent with tradition legal is effective on low-level hierarchy of needs and there is a fitness between these factors. Also, a closer look at the table shows that

individual factors $F = 3.553$, $df = 8$, $Sig. 0.000$) and legal power factor $F = 2.430$, $df = 10$, $Sig. 0.010$), either alone have a significant effect on the low-level hierarchy of needs and In other words, there is separate relationship between them.

Fifth question: Is there a fitness between collectivism and charismatic and high levels of Maslow's hierarchy?

In order to perform this analysis we use general linear models, two variables of collectivism and charismatic enter to Two-factor variance analysis with interaction effect. The analysis of the results and tables will appear in the output Spss software is as follows.

Tests of Between-Subjects Effects						
Dependent Variable: high order						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	7.765 ^a	47	.165	1.188	.218	.271
Intercept	1033.483	1	1033.483	7429.754	.000	.980
collectivism	.276	7	.039	4.284	.000	.013
charismatic	4.167	8	.521	3.745	.001	.166
collectivism * charismatic	3.468	32	.108	12.779	.000	.143
Error	20.865	150	.139			
Total	3215.993	198				
Corrected Total	28.630	197				

a. R Squared = .271 (Adjusted R Squared = .043)

As can be seen in the table, ($F = 12.779$, $df = 32$, $Sig. 0.000$) components of collectivism and charismatic shows distinct from the others. So the answer of fifth question is positive. In other words, the collectivism agent with charismatic is effective on high-level hierarchy of needs and there is a fitness between these factors. Also, a closer look at the table shows that collectivism factors ($F = 4.284$, $df = 7$, $Sig. 0.000$) and charismatic factor ($F = 3.745$, $df = 8$, $Sig. 0.001$) either alone have a significant effect on the high-level hierarchy of needs and In other words, there is separate fitness between them.

Sixth question: Is there a fitness between femininity and charismatic power and high levels of Maslow's hierarchy?

In order to perform this analysis we use general linear models, two variables of femininity and charismatic enter to Two-factor variance analysis with interaction effect. The analysis of the results and tables will appear in the output Spss software is as follows.

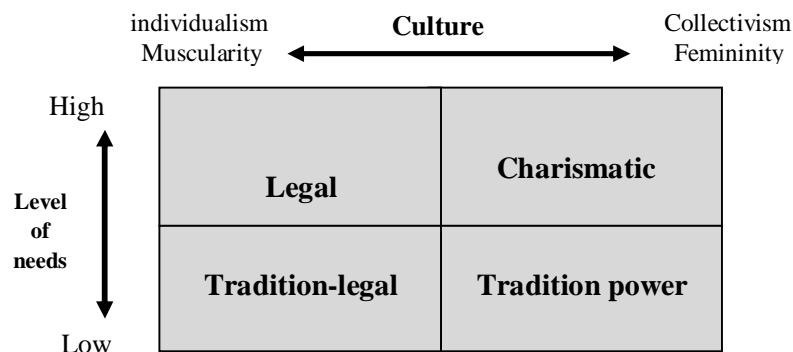
Tests of Between-Subjects Effects						
Dependent Variable: high order						
Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial Eta Squared
Corrected Model	9.109 ^a	38	.240	1.952	.002	.318
Intercept	457.913	1	457.913	3729.655	.000	.959
feministy	1.086	8	.136	3.106	.000	.053
charismatic	2.680	8	.335	2.728	.000	.121
feministy * charismatic	4.078	22	.185	14.510	.000	.173
Error	19.521	159	.123			
Total	3215.993	198				
Corrected Total	28.630	197				

a. R Squared = .318 (Adjusted R Squared = .155)

As can be seen in the table ($F = 14.510$, $df = 22$, $Sig. 0.000$) components of feministy and charismatic shows distinct from the others. So the answer of forth question is positive. In other words, the feministy factor with charismatic is effective on high-level hierarchy of needs and there is a fitness between these factors. Also, a closer look at the table shows that feministy factors $F = 3.106$, $df = 8$, $Sig. 0.00$) and charismatic factor ($F = 2.728$, $df = 8$, $Sig. 0.000$) either alone have a significant effect on the high-level hierarchy of needs and In other words, there is separate fitness between them.

5. Conclusion

Needs of the people and the culture is the determining factor in the person selection and behaviour. If we pay attention to the research questions that will consider that respondent who had low order need and collectivism culture have relationship with tradition power, respondent with high order needs and individualism culture and legal, masculinity with high order needs and legal, femininity culture and low order needs and tradition power, collectivism and high order needs with charismatic, femininity with high order needs and charismatic.



This matrix can also show the tendency of individuals to control. Results of the study showed that people with a high education level, consider other key factors to choose and apply power. These factors can be culture and hierarchy of needs. As Hofstede during their investigation showed that in the developed countries and some developing countries, people tend more towards the culture of individualism and masculinity. Iran has one of the cases studied in this research; tend to have collectivism and femininity culture. Our research is also According to points of the Maslow hierarchy of needs and Weber's power types.

The results show that the sample group has gained the average degree regarding the organizational culture. Hence, we recommend providing employees by identifying the dominant culture. Manager can plan on applying training programs such as planned competitions, dedication of a part of internal journals and brochures for organizational culture and providing educational camping and seminars. In the other hands, the managers must align the objectives of individuals and groups with organizational objectives to make the employees own the organization and cooperate in decision making. Therefore, they will have more organizational commitment.

REFERENCES

- 1- Afjeh, seyed aliakbar (2009), organizational behavior and philosophy; 6th; Tehran; samt.
- 2- Ahmadi, aliakbar & ahmadi kiuomars (2007). Comparative survey of needs and trend of changing needs of staff in selecting optimum choice by AHP; noor; 6th year; 1; 132-143.
- 3- Ahmadi, seyed ali akbar; safdarian, ali (2009), analogy of organizational Culture in Tehran university; 7(3); 369-378.
- 4- Ahmadvand; aliahmad et al. (2008). Identify need of NAJA staff and prioritization; journal of police; 10th; p 23-49.
- 5- Ahranjany, mirzaie hasan (2006); philosophy of organizational theory; first edition; Tehran; samt.
- 6- Anderson, Cameron & Galinsky, Adam D(2006) «Power, optimism and risk- taking», European journal of social psychology, Vol. 36,p. 511- 536, , Available online at: <http://www.interscience.wiley.com>.
- 7- Antonsen , Stian. (2009). Safety culture and the issue of power. Safety Science 47, pp. 183–191.
- 8- Araabi, seyed mohammad; fayyazi, marjan (2009). Methology and deployment of empowerment in iran's culture; imam hossein journal; first year; 1 number; p 1-18.
- 9- Askari, A. (2011). Any Relationship between Organizational Culture and Job Stress of Personnel (Case Study: Governmental Departments at Firooz Abad City), Journal of Basic and Applied Scientific Research, 1(10)1651-1658.
- 10- Chandan J. (1997). Organizational Behavior: Viska Publishing House, PVT LTD.
- 11- Cleqq, Stewart R; Kornberger, Maartin & Pitsis, Tyrone (2005). Managing & Organizations: An Introduction to theory & practice, Sydney. P 155.
- 12- Cleqq, Stewart R; Kornberger, Maartin & Pitsis, Tyrone (2005). Managing & Organizations: An Introduction to theory & practice, Sydney. P 155.
- 13- Cox, R. (1987). The rich harvest of Abraham Maslow. In A. H. Maslow, Motivation and personality (3rd ed.). New York: Harper & Row. PP. 245-263.
- 14- Du Plessis, A.J. (2010), International Human Resource Management: an overview of its effect on managers in global organisations. Interdisciplinary Journal of Contemporary Research in Business, August, 2 (4): 178-192.
- 15- Farhangi, aliakbar; safarzadeh, hossein (2004), organizational communication theory; Tehran; rasaa; secend edition.
- 16- Gambrel, Patrick A; Cianci, Rebecca, Maslow's Hierarchy of Needs: Does It Apply In A Collectivist Culture Journal of Applied Management and Entrepreneurship; Apr 2003; 8, 2; ABI/INFORM Global, pg. 143.
- 17- Ghasemi, behroz (2009). Organizational behavior management; first edition; Tehran; farad.
- 18- Hall C. S. & Lindzey, G. (1967). Theories of Personality, New York: John. Wildy & Sons, Inc. P.172
- 19- Hatch, Mary Jo & Cunliffe, Ann L. (2006). Organization Theory: Modern, Symbolic, and Postmodern Perspectives; Publisher: Oxford University Press, USA; 2 edition
- 20- Hatch, Mary Jo (1997). Organization Theory: Modern, Symbolic, and Postmodern Perspectives; Publisher: Oxford University Press, USA.
- 21- Khadivi, asadollah (2007). Identify of organizational culture; jounrl of management; 115-116.
- 22- Koldi, alireza and bahareh Samavatian (2009). Survey of job stisfication factor in insurance company; social science journal; second year; second number; pp. 68-96.
- 23- Lane H. W., Pistefano J., Marth H. (2000). International Management Behavior: Text, Reading and Case, Fifth Ed. Blackwell Publishing.
- 24- Matthew Clarke, Sardar M.N. Islam, Sally Paech. (2006) Measuring Australia's well-being using hierarchical needs. The Journal of Socio-Economics 35; 933–945
- 25- Mitsuhashi, Hitoshi & Greve, Henrich R.(2004) «Powerful and free: Intraorganizational power and the dynamics of corporate strategy», strategic organization, Vol. 2, p. 107- 130. Available on line at: <http://aas.sagepub.com/cgi/content/>.
- 26- Momeni, ali (2010). Factor analysis; 3th edition; Tehran; farad.
- 27- Moshabaki, asghar (2008). Organizational image; secend edition; Tehran university publication.
- 28- Myers, D. G. (1988). Social Psychology, Secend edition, New York, Mcgrawhill. P 242.
- 29- Myers, D. G. (1988). Social Psychology, Secend edition, New York, Mcgrawhill. P: 242.
- 30- Nel, P.S., Werner, A., Poisat, P., Sono, T. Du Plessis, A J., Ngalo, O. (2011). Human Resources Management. 8th edition. Cape Town: Oxford University Press.

- 31- Plunkett, A. & Allen. (2002). "Management Meeting and Exceeding Customer Expectation", by Thomson Learning, p. 427.
- 32- Richard L. Daft (2009). *Organization Theory and Design*; Publisher: South-Western College Pub; 10 edition.
- 33- Robbins, S. (1990). *Organizational Behavior*: (Parsaeian A. & A' araabi, S. M., Trans.). Tehran, Office of Cultural Researches.
- 34- Robbins, Stephen P. & Judge, Timothy A. (2002). *Organizational Behavior*; Publisher: Prentice Hall; 7 edition.
- 35- Scott, W. Richard; Gerald F. davis, (2007); *organizational and organizing: rational, Natural, and open system prespective*; pearson international edition, New Jersey.
- 36- Shermerhorn J. R., Hunt J. G., Osborn R. (1999). *Organizational Behavior Management*: (IranNejad Paarizi M, Babayi M. A. & Sobhanollahi M. A., Trans.). Tehran, Management Research & Education Institute of Power Ministry.
- 37- Terpstra, Jan. (2011). Two theories on the police -The relevance of Max Weber and Emile Durkheim to the study of the police, *International Journal of Law, Crime and Justice*, 39 (2011) 1-11.
- 38- Yazdani, B.D & Yaghoubi. (2011). Evaluating the Relationship between Organizational Culture and Organizational Commitment, *Journal of Basic and Applied Scientific Research*, 1(4)269-274.