The effects of organizational culture on the organizational structure design in the remote education system (Case study: Payame Noor University)

Dr. Mehran Faraj Allahi[1], Dr. Sana Safari[1], Dr. Mehdi MoeiniKia[2], Kazem Hassani[1]

[1]Payame Noor University, Iran
[2]Mohaghegh Ardabili University, Iran

ABSTRACT

Organizational theories suggest that the culture within the organization has a strong potential to improve the efficiency and effectiveness of the organization. To be in line with the effectiveness of the organization's corporate culture, it is essential to identify the appropriate organizational model designed with the corporate culture. For this purpose, researchers in this study attempted to identify the relationship between organizational culture and its interaction with the organizational structure in Payame Noor University to provide a desired pattern of organization. This study was conducted based on 400 questionnaires by survey and data have been collected. Information collected was analyzed using the software SPSS 19. The results indicate that the University has a strong corporate culture and structure with high recognition, high complexity and extreme focus and the organizational culture and organizational structure and its components and its components are not correlated significantly. So fit strong culture must recognize managers to reduce the complexity and decentralization, and the pattern of soft and flexible to design and implement Payame Noor University.

INTRODUCTION

According to Williams (2002: 133) the modern social conditions are exceptional. Most organizations have accepted at least in theory that should either change or die. Contemporary ideas and changes that administrators should work with organizational changes planned are skilled. According to a study in the UK, 94% of organizations have experienced organizational change planned in 1997. (Ogbonna and Wilkinson, 2004)

Organizational change, regardless of the role of organizational culture is not successful. In fact, many authors suggest that a major reason for the failure of efforts due to change in organizations is to ignore organizational culture. (Tata and Prasad, 2004: 248) Le Gristner boss (IBM) said, in my time at IBM realized that culture is only one aspect of the game, but is game itself. (Organ et al., 2006, 319) organizational change effective is If that culture to be considered at least as an integral part of the change.

Schein (2004) defined organizational culture as the pattern of shared basic assumptions that the organization will solve the compatibility problems of external and internal composition and to new members of the organization as the correct way to perceive, think and feel about it. Hofst (2001) believes that culture, planning mind that members of a recognizable and distinguishes the organization from other organizations. Other views defined corporate culture, a set of perceptions and meanings shared by a group of people, (Carter, 2002) A product of social interaction Social explicit (Koene, 2002: 342), the deep structures, together with underlying assumptions, (Denison, 2000) Values and common beliefs (Gary, 2007: 27) and network rich, integrated and visible symbol meanings (Wei, 2005, 241). In fact organization's corporate culture and character is what distinguishes the organization from other organizations.

Leader success largely depends on understanding organizational culture. Sheen claims that many problems can be due to lack of leader ability to analyze and evaluate organizational culture. Many of the leaders, when trying to implement a new strategy or a strategic plan that will lead to a new perspective, if discover that strategies inconsistent with the organization's culture will fail. (Annick and Marc, 2007) Dan Dension organizational theorists in his theory of the relationship between environment, strategy and culture provides a similar argument. Tseng (2010) Based on the findings, claiming that organizations active in the rapid changing environment will be better, if they value the flexibility and change, (Dension This calls for adaptability culture.) Or to participation and high levels of organizational commitment (which is a kind of Involvement Culture) concerned. Dension claims, successful organizations have a vision of the future (mission-oriented culture) or to tradition, proven practices and clones (consistency Culture) laying bare the strong values.

Corresponding Author: Kazem Hassani, Payame Noor University, Iran. k.hasanipnu.ac@gmail.com

One of the crucial concepts in the organization is organizational structure. A framework that defines the boundaries of formal organizational structure and main guide for the effective performance of the staff is the overall success of the organization. (Pipek, 2009) according to Said Joe Hatch (1390), the organizational structure shows certain relations between the units and management units within an organization and responsibilities of each unit and the parts. Yin and Chin (2008) argue that the right organizational structure is caused to any person not acting based on personal opinion, but in the context of organizational goals (MDGs) Appropriate organizational structure plays an important role in increasing productivity, job satisfaction, effectiveness and motivation (Gandabi, 2004), employee empowerment and organizational commitment (Vaezi and Sabzikaran, 2010), discipline and progress and rational decision making (Sabounchi et al., 2009). According Åland (2013) improper structure of organizational goals with efficient and powerful people have become difficult and weak and unable to provide and increase the cost and inefficiency of the organization.

A large number of empirical studies have examined the relationship between culture and organizational structure. These studies have shown the high relationship between culture and organizational structure. These studies suggest that employees can be motivated, capable and efficient in tasks and responsibilities of the organization to design the organizational structure, organizational culture and organizational structure due to the effects of and communication is essential. For example, step and colleagues (1392) investigated the relationship between culture and the complexity of the organizational structure of the Islamic Republic of Iran had heard that there is a significant relationship between culture and the complexity of the organizational structure. This means that the complexity is lower, culture is stronger. Najla and Jafari study (2012) determined the relationship between organizational culture and organizational structure of the National Library and Archives of the Islamic Republic of Iran and showed a positive relationship between organizational culture and organizational structure, especially the mechanical structure. The results of research Kord naeij et al (2009) in the relationship between organizational structure and entrepreneurial culture at Tehran University showed that ten of all aspects of culture and organizational structure of entrepreneurial risk-taking but there is a significant relationship.

Culture and structure are two related components. The organizational structure to be efficient and effective requires coordination with existing organizational culture. There is a unique corporate culture in every organization. Weak organizational culture prevents people trying to maintain personal power base and their efficiency, sharing their knowledge and disseminate. So only with to establish a balance between organizational culture and structure can achieve a successful organization. (Saeide, 2012 & Ali & Zohreh)

The results of Jafari and colleagues (2011) showed a high concentration of formality and organizational structure and general hospitals of Tehran University of Medical Sciences. Also correlation coefficient showed that there is a significant relationship between structures and cultural organizations. Therefore, the focus of the relationship with formality is negative. This means that with increased recognition and weaker corporate culture is focused.

John Kotter and James Heskett (US researchers) to measure the cultural strength of more than 200 companies; the researchers found that although strong culture is significantly associated with overall organizational performance, but when the cultural values of organizational compliance with environmental advocates stronger relation is established. (Glisson, 2008: 150) According to the theoretical and empirical research, it can be concluded that organizational culture has a major impact on the structure and organizational structure and also plays an important role in the effective and efficient organization.

Payame Noor University to meet current duties and responsibilities of the organization, human and motivational aspects of labor and environmental changes within the organization need to design an appropriate organizational structure. Since the research on understanding the structure and content of Payame Noor University and interactive relationship with each other do not, it is conducting a study to examine the relationship between organizational culture and organizational structure in Payame Noor University is of great importance. As a result present study, with the following assumptions to identify organizational culture as one of the aspects of the organization of content and interactive relationship with the organizational structure with the purpose of optimal model in Payame Noor University.

The main hypotheses
- There is a significant relationship between organizational culture and organizational structure in Payame Noor University.

Secondary hypotheses
- There is a significant relationship between dominant characteristics and structural organization Payame Noor University.
- There is a significant relationship organizational leadership and organization structure in Payame Noor University.

- There is a significant relationship between management staff and the organization's structure in Payame Noor University.
- There is a significant relationship between organizational and structural integrity of in Payame Noor University.
- There is a significant relationship between structural dimensions of strategic emphasis in Payame Noor University.
- There is a significant relationship between criterion for success and organization structure in Payame Noor University.
- There is a significant relationship between organizational culture and organizational recognize in Payame Noor University.
- There is a significant relationship between organizational culture and organizational complexity in Payame Noor University.
- There is a significant relationship between organizational culture and organizational focus in Payame Noor University.

Conceptual model of the study
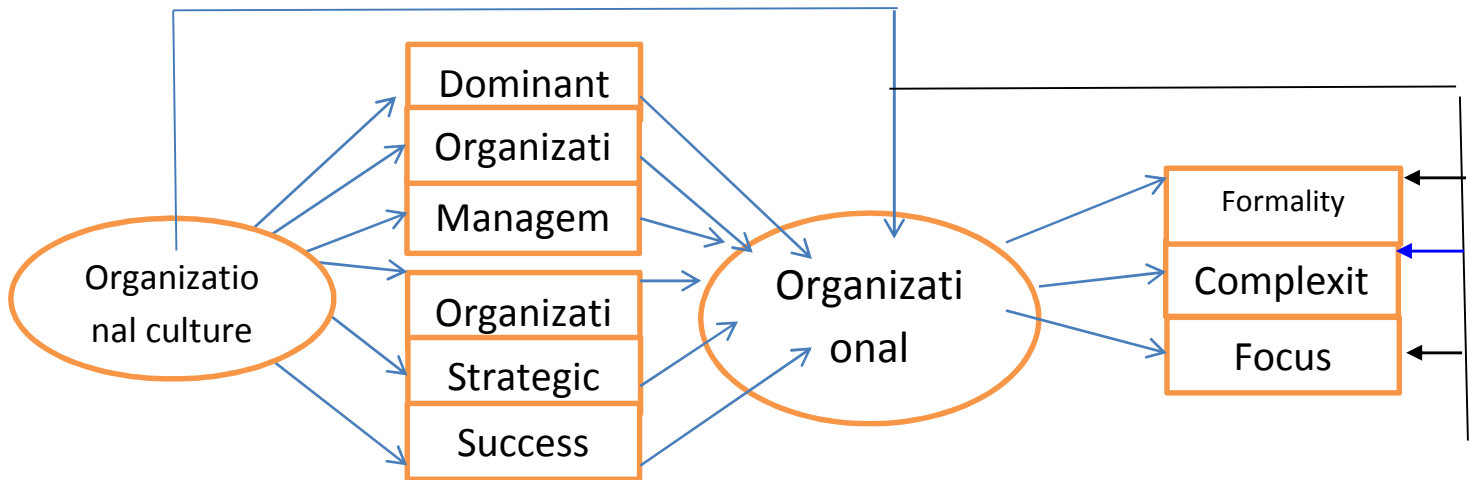
Method of research
The research is practical. The results are used in the design of the organizational structure in Payame Noor University. In terms of method is descriptive - correlation and the method of data collection is the survey.

Statistical society, sampling method and sample size
Statistical society in this study is university personnel. Since the information on this research can be obtained from individuals or particular groups, this means that certain types of people who are able to provide relevant information, targeted sampling method is used.
In order to sample size of table D. A. Dewas is used. Based on the table D. A. Dewas 5% sampling error at the 95% confidence interval and assuming a gap of 50 to 50 of in variable of interest is the story of a diverse population. The sample size was 400. (Dewas, 2011, 78)

Measuring tool
In this study, a standardized questionnaire to assess organizational culture Cameroon and Canon have been used. In this questionnaire, questions were measured based on a LIKERT scale. (Moghimi and Ramadan, 2011, 155)

Robbins questionnaire was used to measure the organizational structure. This questionnaire measured based on a LIKERT scale. To fit with the organizational structure Payame Noor University questionnaire, a few steps questionnaire study by professors at every stage of its operations and changes in the final questionnaire was prepared in the form of 20 questions. (Alvani, 2011, pp. 318-314)

Reliability and Validity
Content validity of the questionnaire was examined by 3 teachers related to the study and after the reforms were approved. To determine the reliability of the questionnaire was calculated Cronbach's alpha values of these coefficients

for the variables of the organizational culture was0.58 and organizational structure was 0.84. According to Cronbach's alpha coefficient of reliability can be concluded that the research instrument is desirable.

Findings

Table 1: describes the variable culture and its components

Variables	Number	Average	Standard deviance
Culture			
The dominant feature	400	50.40	8.27
Organizational Leadership	400	7.94	1.21
Staff Management	400	7.85	1.94
Organizational cohesion	400	7.31	1.68
Strategic emphasis	400	11.27	2.29
Criteria for success	400	10.65	2.29
	400	5.30	1.46

If the total score of organizational culture is between 50 and 76, indicating the presence of a strong culture in the organization. Points 24 to 50 represent a somewhat strong corporate culture and a score below 24 indicates poor culture in the organization. In this research, organizational culture with an average of 50.40 indicates there is a strong culture in Payame Noor University.

Table 2: Statistical description of the organizational structure and its components

Variables	Number	Average	Standard deviance
Organizational structure			
Formality	400	64.07	4.57
Centralization	400	25.28	2.42
Complexity	400	24.00	2.01
	400	31.00	00.50

In this questionnaire, the score for formality is between 10-30 and the score for Centralization and complexity shows high formality, severe Centralization and high complexity in the organization. Score below 10 show low formality, lack of high Centralization and low complexity in the organization. Given the average of above variables in the above table, the organizational structure of Payam Noor university has high formality, high Centralizationand high complexity.

Table 3- correlation coefficient of variables

Variable	Number	Correlation coefficient	Significant level
Organizational culture and structure	400	-0.129	0.289
Culture and recognition	400	-0.224	0.063
Culture and focus	400	0.047	0.406
Culture and complexity	400	0.101	0.406
The dominant characteristics and organizational structure	400	-0.085	0.483
Organizational leadership and organizational structure	400	-0.188	0.119
Staff management and organizational structure	400	-0.118	0.331
Organizational cohesion and organizational structure	400	-0.083	0.493
Strategic emphasis and organizational structure	400	0.059	0.628
Success criteria and organizational structure	400	-0.045	-.254[*]

According to the results, we can say except variable success criteria and organizational structure, there is no relationship between other variables. This result means a mismatch with the content structure of corporate culture in the Payame Noor University.

DISCUSSION AND CONCLUSION

Research findings indicate that there is a strong culture and structure with formality, complexity and concentration is high. That did not mean the relationship between organizational structure and corporate culture in the Payame Noor University. Of course, this result is clearly evident in studying the interaction of variables. Hypothesis testing indicated no significant relationship between organizational structure and organizational culture in Payame

Noor University. This lack of relationship between organizational culture and organizational structure of the component elements of organizational culture and organizational structure is also evident. Only in component of organizational culture (success criteria) organizational structure, there is an inverse relationship between interactive. This reverse shows the interaction with recognized high rise, extreme concentration and complexity in Payame Noor University, organizational culture is weak. This finding with the results of Jafari and colleagues (2011) showed a significant negative correlation between structural and cultural aspects of the organization in public health centers and Tehran University of Medical Sciences; this means that by increasing the concentration of corporate culture was recognized and is not consistent. To be efficient and effective organizational structure, organizational culture is required to comply with. in any organization, there is a unique culture. Weak organizational culture prevents people trying to maintain personal power base and their efficiency, sharing their knowledge and disseminate. So only with to establish a balance between organizational culture and structure can achieve a successful organization. (Saeide, 2012 & Ali & Zohreh)

Miller believes more managers decentralization to be compatible with a strong culture in the organization. When an organization is faced with a strong culture of decentralization, in particular is more effective. (Quoted from Fatemi et al., 2013) Sameti et al (2012) showed that fiscal decentralization has an impact on economic growth. This means that with increased fiscal decentralization, economic growth increases. In addition decentralization will lead to an equitable distribution of financial resources and the fair distribution of growth has been followed. Due to the high culture and the complex structure and focused on Payame Noor University, structural and cultural aspects of the organization need to be comprehensive and, therefore and as much as possible by giving employees the freedom and lack of restrictions, space for comprehensive communication and information exchange in the form of continuing and strengthening a culture of trust and partnership.

Moghimi and Ramezani (2011) suggests, the result of a strong culture within the organization that members of the organization about the position and location, full consensus. Such consensus will complete integrity, loyalty and high commitment to the organization. We can say that if managers Payame Noor University regardless of which university culture is a valuable asset lower the recognition, concentration and complexity will be in serious trouble.

The result is that should be recognized with a strong culture in the organization to reduce complexity and focus and create softer organizational structure and more flexible in Payame Noor University.

REFERENCES

- Alvani, SeyyedMehdi (2011). Public administration, Tehran, Ney publication.
- JaafariMehdi / Masoud Salehi / Hasan Abolghasem Gorji / Babak Rastegari Mehr (2011). (Structural and cultural factors of the knowledge management strategy for public health centers and Tehran University of Medical Sciences) Journal of Health Management, Volume IV, Issue 45, p. 88)
- Joe Hatch, Mary (2-11) theory of translation of Danaei Fard, Tehran, published Afkar.
- Hariri, Najla and Mahnaz Jafari (2012) (the relationship between organizational culture and organizational structure of the National Library and Archives of the Islamic Republic of Iran). National Journal of librarianship and information organization, No. 90, page 122
- Deft, Richard. L. (2011). Organizational theory and design of structures, translating Parsaeian Ali and Seyed Mohammad Aarabi, Volume II, Tehran: Cultural Research Bureau
- Dewas. D. A (2011). Surveys in Social Research. Translation Houshang Nayebi, Ney publication
- Sameti, Morteza, Shokoufeh Farahmand and Maryam Sadat Mousavi (1391). ((Analysis of the effects of fiscal decentralization on the relationship between growth and equitable distribution of financial resources in the provinces of Iran)). Economic Research Quarterly, Issue III, p. 1
- Sabounchi, Reza, Farideh Hadavi and Seyyed Ahmad Mozaffari (2009). Explained the organizational structure of the Physical Education Organization, the seventh year, No. 13, p. 138
- Fatemi, Adel, Sadegh Feizollahi and Ali Reza Shirmohammadi (2012) examine the relationship between environmental uncertainty, the knowledge management and organizational structure, management beyond, No. 23, p. 58
- Ghadami, Iran Mohsen Ismaeil Marzban and Ghadami Mina (2013) The relationship between culture and the complexity of the organizational structure (Case Voice of the Islamic Republic) Cultural Management Journal, Vol. VII, No. XIX, Page 26
- Kord naeij, Asadollah / Seyed Mohammad Moghimi/ Susan Ghanati / Hamid Reza Yazdani (2009). ((Examine the relationship between organizational structure and entrepreneurial culture at Tehran University)). Public Administration, Vol. 1, No. 3, pp. 119.

- Moghimi, Mohammad and Majid Ramezan (2011). Principles of organization and management, Journal of Management, Volume 1 and Volume 3, published Rahdan.
- Vaezi, Reza and Esmaeil Sabzikaran (2010). Relationship between organizational structure and employee empowerment in the National Iranian Oil Products Distribution - area, a study, change management, Issue 3, Page 173
- Aland. Meyer.(2013). OrganizationStaraltegy, Structure, and Process University of California, Berkeley, This content downloaded from 2.185.243.92 on Sat, 8 Jun , 13:28:49 PM.
- - Annick, W. Marc, B.; Ives & D.J.(2007).Impact of organizational structure on nurses' job satisfaction: A questionnaire survey. International Journal of Nursing Studies ,No: 44 , Pp:1011–1020.
- - Carter Namara. ,(2002). "Organizational Behaviour Culture",Faculty, Course.
- Child. J, (2008). "Organization structure, environment, and performance: the role of strategic choice", Sociology, v6, PP 1-22.
- Denison, Daniel (2000). "Organizational Culture and Corporate Social Responsibility: Can it be a key lever for Driving Organizational Chang?" International Institute for Management Development, Denison@imd. Chapter2.
- Glisson, Charles ,(2008). "Therapist Turnover and New Program Sustainability in Mental
Health Clinics as a Function of Organizational Culture, Climate, and Service Structure", A dm
Policy Ment Health
- Hofst, G. (2001). *Cultures and Organizations.* New York: McGraw-Hil -
- Gray, Daniel H. (2007) "Standards of Corporate Responsibility are Changing" Financial Analysts Journal, Vol. XXV II No. 5, Sept .Oct.
- H. (Eds.), (2010), Handbook of Partial Least Squares: Concepts,Methods and Applications. Springer Verlag, New York.
- Koene, A. (2002) "Leadership effects on organizational climate and financial performance" – Local leadership effects in china organizations.(6), 342
- Organ, D. W., Podsakoff, P. M., &MacKenzie, S. B. (2006). Organizational citizenship behavior: Its nature,antecedents, and consequences. Thousand Oaks, CA: Sage Publications.12(2), 319.
- Pipek, V., Wulf, V. (2009). Infrastructuring: toward an integrated perspective on the design and use of information technology. Journal of the Association for Information Systems 10(6),447–473.
- Schein E.H. (2004). *Organizational Culture and Leadership.* San Francisco: Jossey-Bass.
- Tata, J., & Prasad, S. (2004). Team self-management, organizational structure, and judgment of team effectiveness.Journal of Managerial Issues, 16(2), 248.
- Tseng, S. M. (2010), "The correlation between organizational culture and knowledge conversion on corporate performance", Journal of Knowledge Management, Vol. 14 No. 2, pp. 269-84
- Wei, Z., (2005) The Impact of Organizational Culture, Structure and Strategy on Knowledge Management Effectiveness and Organizational Effectiveness, PhD, Dissertation, University of Minnesota.
- Williams, R. S. (2002). *Managing employee performance: Design and implementation in organizations.* London 8) (,133.
- Yin, G., Chen, Y.(2008). IT organizational transformation, knowledge integration, and IT assimilation: a case study. Tsinghua Science and Technology 13 (3), 400–407.
- Zohreh, Shakibaei. Ali, Khalkhal. Saeide Salari, Nezgad.(2012). Relationship between organizational culture type and empowering. staff in manufacturing companies of Iran. Procedia - Social and Behavioral Sciences 46 (4) 2886 – 2889.