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Identification & Explanation of the Cultural Division in Tejarat Bank and Appropriate Design for Eliminating

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Abstract

Abstract: In this study, it has been used three qualifications for reaching the guidance and daily beliefs: Carrying opposed, Identification & Nomination, Communication patterns. For these three qualifications, it has been considered the first view of managers, the important degree of bank strategy to these three items, and in second level, the magnitude degree that the staff paid for them and the last part is the vital degree which the staff thought to be paid by bank strategy.

The main target of this survey, is to answer this question, is there a gap between self-help and every day or not? And then, it has been designed a new model for removing it. Therefore, by attention to these limitations and demanding changes , we have put a new questionnaire for two groups of bank senior managers and employees (experts). By analyzing of data, it has shown that the most degree of the gap was about identification and the least of them was about carrying opposed. The degree of the gap for nominations and communication patterns are for these two groups.

Keywords: The cultural division, The conduct and integrity, Rewards and Control

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Introduction:

People who live in a great-sized of social life, have common beliefs, values, traditions, and manners which totally called the culture of society. If beliefs in shaping long-term and huge decisions of establishments called the strategy beliefs and common manners of performers are registered as optional beliefs (Tactical-Optional) ,aligning these two beliefs in cultural synergies[*] and the success of the organization in achieving its goals lead. Unless, all of energy is spent to neutralize each other and will create disorder to do functions and of course make an obstacle in a way of reaching goals.

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1 **CULTURAL SYNERGIES**

In theoretical way, if several clear-sighted men have had a survey about relationship of strategy and searching culture , but none of the previous categories have not paid directly to the cultural divide in spatial domain.

For this respect, in this survey, we will try to determine a model, to find out and remove the cultural divide in Tejarat Bank. Therefore the result of this researching is able to use for other branches of banks around of our country as a special program. As a matter of fact, organizations and official surgeries can utilize of this plan in an environmental statements and their demanding, keeping alive, competitive positions and having success in trading and business**.**

Theoretical basis of research:

This part includes to three sections, the first part is about the subject of organization strategy. Part two speaks about establishment culture and part three belongs to organizational culture management and conceptual model of researching.

A. Organizational Strategy

In one of the magazine's article in Harvard Business Review[†] which has been related to the root of strategy, the author of the survey says that the word of strategy is based on a hysterical time but before it, there was a competition statements and in real, strategy will be meant by competition part.

The word of strategy related to everything which is put near it. It has been adapted by the Greek word (Stratagous) which means leadership(Amini & Samavatian , 62,2010). Strategy was entered in the middle of 20th century as an academic and official management. So it such as management is an interdisciplinary[‡] theory and was appeared of organizational and economic cooperation discussed and evolved with issues of history, psychology and social sciences (Kord Naeech, 17, 2002).

Anyway, the important agreements for strategy are following to these:

1) Strategy, organization and environment are as two related component looks
2) Content development strategy is complex because it creates a new situation.
3) Strategy will affect the overall statements.
4) Strategy is not restricted to a certain level of organization, but the levels can be.
5) Strategy includes different conceptual[§] thought process, perception and analytical[**] (Mintzberg & Others 1998, 53-60).

B. Organizational Culture

All of the researching about organizational culture and its effectiveness have been caused to show an appropriate relationship among strategy, environment and culture which are divided to four groups based on two following components:

1) The extent to which the competitive environment must be changed and remains the same.
2) The extent to which the organization's attention should be paid to the internal and external affairs.

[†] Harvard Business Review
[‡] Interdisciplinary
[§] conceptual
[**] Analytical

By considering to these differences, the 4 groups items are included in : flexibility , sharing commission and consistency in behaviour (Orang 37, 2002). Strategy and external structure has a strong result on organizational culture (Morhed , 530, 2009).

There are some elements and components of culture in different looks. The elements of organizational culture and their relationship, creates a new pattern to separate an office of other companies. Stephen Robins shows 10 qualifications for organizational culture in structure and behavioural dimension in his book.

According to his theory, when these 10 properties combine and relate to each other, the result is the nature of corporate culture. Robins believes in these properties we can speak about qualifications which is separated by different cultures (Robins , 602, 1997), so in these survey, we will pay attention to 3 properties of other ten parts:

1) Determining of identification: The degree to which their employee identified with the organization as a whole and specific working groups or fields.

2) Carrying antagonism (Opposition): The degree to which employees are encouraged to space of conflict and criticism. In fact, of how tolerance is expressed different opinions.

3) Nominations and communicational pattern: The degree to which organizational communication lines or formal chain of command is determined.

C. The Management of Organizational Culture

It is a process that is on going to identify organizational culture and desired culture and in order to change the existing culture and the development of values and behaviour is desirable (Zaree' Matin, 88,1995).

In David's theory, people have got different beliefs: enormous and extraordinary ideas, and simple and disregarding aspects. For instance, religion beliefs, family beliefs, values of social relations, perspectives and, approaches to business, colleagues, work statements, qualification of career and other thing like these cannot be equated. Some parts of these beliefs and attitude are related to the moments of life and some other parts such as people, companies and society are totally vital and important.

The guidance aspects in a long- term , determines the daily beliefs as a good pattern. In companies, daily beliefs (operational) of establishments or common attitudes (most staff) of offices are added into a real culture of organizations and it shouldn't be confused with false beliefs.

Daily beliefs based on the manners that all people reveal to others in their work, and these structures order to them how to know the subjects and how not to pay attention to other objects, what kind of behaviour is relevant, and what sort of manner is irrelevant, and in short, they are people in the organization survival tool.(Davis 233-235, 1775).

The importance of culture cannot transferred to another party, we can share it to other people but it cannot be delegated to other. The opposition of it is so valuable. The existence of a strong factor manager to add interest to the health organization's culture, is an important force to increase, emphasize and enforce on strategy of movement in a company.

Research methodology

This study is an appeal descriptive. Understanding the existence realities and finding out the relationship among them need to have an appropriate researching method (Delavar, 2003). Also in each researching we must put a difference part among (Field).

In this Study, searching field, guidance belief and daily aspects are organizational culture. The location of researching is Tejarat bank and the scenery of this study is central departments. Statistics society of the survey is Tejarat bank department in which includes more than 1000[††] staff in there. And in statistic researching unit C.E.Os group are contained to; the C.E.O of the bank, board members of bank, managers of small departments, heads of departments, deputies and administration staff. In this survey, having managers made by selecting way and having staff made by accidentally way. The necessary information of this study is divided to two parts: the first category, the method of library related literature to the subject, through internal and external resources.

The second category, included the collecting information of the questionnaire. For understanding Robin components, it is used of Delfi method, thus the first on previous studies , the factors that were influential in organizational culture have been identified . Factors in the form of semi-structured questionnaire were developed. And it was asked of Panel members to have ideas new components to reveal. Then the number of managers and employees were exploratory expert interviews and the results of the questionnaire structure, in the form of questionnaire with a 5-point Likert ordinal scale was set options.

In this study, after finding out factors, before using the data obtained from the questionnaire reliability was calculated through Cronbach's Alfa and then it is distributed among experts. The measure of Alfa for searching the list of questions, for first level of staff or managers and second level are in order 0/97, 0/955, 0/75 which is indicative of reliability. Generally in a category division, statistical days divided in two parts: descriptive and inferential statistics. Both of these methods have been used in summarizing & understanding. Descriptive statistics and graphs using the first frequency appropriate to describe the data have been. In inferential statistics these ways has been utilized. Student T-test has been done to confirm or deny the hypothesis. In this case, the average call centre options to resolve the average value of 3 tested. For comparison of average measure of importance between managers and staff, it has been used of two groups of average comparison. Friedman test was used to assess the importance of each feature in the three groups and the importance of rankings.

Assessment of the significance of Using T-test

A) The significance of the employee's perspective first level

First Level: the null hypothesis and the alternative hypothesis is statistically written

The test statistic is caculated and statistical distribution. Distributed test statistic T (almost normal for this data) is & for example, to handle conflict and its value is calculated as follows:

$$t = \frac{2.07 - 3}{0.42\sqrt{39}} = 15.89$$

Table 1: Mean comparison test to assess the importance from the perspective of employees.

[††] According to Robins and Mery colter , explanation , each independent and profitable organization which has got more than 500 staff , will be named " Great establishment "

Meaningful Level	Freedom Degree	Measure Of "T"	Standard Deviation	Average	No	Qualifications	Group Respondents
0.000	38	15.89	0.42	4.07	39	Carrying Opposed	
0.000	37	15.50	0.53	4.43	38	Identification	
0.000	37	12.41	0.52	4.04	38	Appointments & Communications Patterns	

According to previous level (Determining the Statistical Distribution) and the measure of acceptable error, ensure the area is determined to reject the null hypothesis. The measure of confidence is considered to 95% percentage. The test for all three properties is greater than 1/46; so the hypothesis is rejected for all properties. It means that among staff opinions the measure of importance for 3 qualifications is more than intermediate level and identification has the most importance among these 3 parameters.

B) The Importance Features Seen by Bank Staff

The test statistic is calculated and statistical distribution. Test statistics has T-distribution (almost normal for these data) and for instance, to handle conflict and its value is calculated as follows:

$$t = \frac{2.95 - 3}{0.56\sqrt{49}} = -0.59$$

Table 2: To evaluate the significance of the mean comparison test by bank staff view.

Meaningful Level	Freedom Degree	Measure Of "T"	Standard Deviation	Average	No	Qualifications	Group Respondents
0.555	48	0.59	0.56	2.95	49	Carrying Opposed	
0.143	48	1.49	0.91	2.81	49	Identification	
0.593	48	0.54	0.61	2.95	49	Appointments & Communications Patterns	

According to previous level (Determining the Statistical Distribution) and the measure of acceptable error , ensure the area is determined to reject the null hypothesis. The measure of confidence is considered to 95% percentage. The test shows that: For all these features to the test, the measure is between -1/46 to +1/46. It means that in these qualifications the measure of importance is in intermediate level.

C) The important features of your managers' perspective with respect to the bank's strategy.

The test statistic is calculated and statistical distribution. Test statistics has T-distribution (almost normal for these data) and its value for the sample is calculated as follows for the bonus system:

$$t = \frac{3.61 - 3}{0.72\sqrt{39}} = 5.31$$

Table 3: Mean comparison test to assess the importance of managers

Meaningful Level	Freedom Degree	Measure Of "T"	Standard Deviation	Average	No	Qualifications	Group Respondents
0.000	38	5/31	0.72	3.61	39	Carrying Opposed	
0.000	38	5.54	0.87	3.77	39	Identification	
0.000	38	5.58	0.72	3.64	39	Appointments & Communications Patterns	

According to previous level (Determining the Statistical Distribution) and the measure of acceptable error, ensure the area is determined to reject the null hypothesis. The measure of confidence is considered to 95% percentage. The test for all three properties is greater than 1/46; so the null hypothesis is rejected for all properties. It means that in these three qualifications the measure of importance is more than intermediate level.

IV. Ranking the importance of features

In previous part, each part of theories was analyzed separately and now this is the question that the respondents have a higher ranking factor in next episode or not? On the other hand, which factor has the measure of importance by comparing other ones?

According to the dependency replies to compare the effectiveness of Friedman nonparametric test is the most appropriate factors. In this test the null hypothesis and the alternative hypothesis is formulated as follows:

Table 4: Ranking the importance of features

Managers		Staff in Second Level		Staff in First Level		Qualifications
Grade	Average of Grade	Grade	Average of Grade	Grade	Average of Grade	
8	4.46	5	5.53	6	5.09	Carrying Opposed
2	6.13	9	4.94	1	7.72	Identification
7	5.22	6	5.48	6	5.09	Appointments & Communications Patterns

Managers	Staff in Second Level	Staff	Statistic
39	47	38	Number
24.90	32.61	59.45	Measure of Kaydo
9	9	9	Free Degree
0.000	0.000	0.000	Measure of Probability

Therefore, the null hypothesis is rejected at the 95% confidence level. For the Kaydoo value, three groups respectively 59/45, 32/61, 24/90 obtained which rejecting the null hypothesis is in the area. It means according to each three group, the importance of measure is different. The grade of importance level has been considered in the table award.

V. Comparing between the measure of hole in two groups*

For comparing between two independent groups we can use of comparative average test in strategic program for the managers of bank. The importance of the average characteristics in terms of the importance of each features have been presented. Significant differences in two groups means the gap in views that feature will be considered.

Suppose the null and alternative hypothesis in this case is formulated as follows**:**

Table 5: The mean, standard deviation for the two groups of respondents

Managers			Staff			Qualifications
Standard Deviation	Average	No	Standard Deviation	Average	No	
0.72	3.61	39	0.56	2.95	49	Carrying Opposed
0.87	3.77	39	0.91	2.81	49	Identification
0.72	3.64	39	0.61	2.95	49	Appointments & Communications Patterns

Before having the average equity, it is necessary to test the homogeneity of variance test. In following table, firstly the variance test is done. This test has been done by using of Loven test (if the meaningful level test is less 0/05, assuming consistency has been rejected and variance consistency exam after test done on average equity. Average equality test was conducted under the same variance and not same variance level.)

Table 6: Test consistency and equality of variance between the two groups of respondents

Measure of hole	Average Equality Test			Same Variance		Assumption of homogeneity of variance	Qualifications
	Measure of Probability	Freedom Grade	T	Measure of Probability	F		
-0.66	0.000	86	-4.83	0.19	1.72	Consistency Variant	Carrying Opposed
	0.000	71	-4.70			Anisotropy Variant	Identification
-0.96	0.000	86	-5.03	0.76	0.09	Consistency Variant	
	0.000	83	-5.06			Anisotropy Variant	Appointments & Communications Patterns
-0.69	0.000	86	-4.88	0.15	2.09	Consistency Variant	
	0.000	74	-4.78			Anisotropy Variant	

The highest gap in relation to the identity and the gap to the other attributes specified in the chart above. And the least of them is for carrying opposed .The gap between the two groups is to install and interconnect models.

Conclusion:

In this study, according to the conceptual model to interview and Delphi questionnaire was prepared. In the first phase, a questionnaire consisting of 71 questions with 5 point Linkert-type ordinal scale option have been presented for 40 of experts and professional staff of bank. And it is asked of them to show the importance measure of each questions, simultaneously, this questionnaire has been revealed to 40 managers of bank, the C.E.O of bank, the bank's board members, administrators, a number of heads of departments, and a number of deputies bank. It is requested of them to represent the importance grade of each question by the idea of bank and strategy which they have.

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Practical suggestions:

The results have shown that talent attraction effects on the staffs of Refah Kargaran Bank. So we have some suggestions as bellow:

the staffs of Refah Kargaran Bank must develop and implement talent management and development of organizational culture based on their attention.

The directors of the Bank's strategic orientations, objectives and action plans should discuss the exact timing for the implementation of talent management and talent, special attention.

The results have shown that talents discoveries effects on the staffs of Refah Kargaran Bank. So we have suggestions as bellow:

By implementing the process of discovering talent and appropriate approach to source selection using internal / external the bank tries to find the distance between talents that we have and the talents which will be needed in the future. Then, talents and competencies required for the implementation of the Bank's business strategy was determined.
The results have shown that talent development and improvement effects on the staffs of Refah Kargaran Bank. So we have some suggestions as bellow:

Active manpower needs teaching and gaining technology. So for using knowledge and talents of people it will be better to set a condition for their participation and giving their ideas.
The results have shown that talent protection effects on the staffs of Refah Kargaran Bank. So we have some suggestions as bellow:

To maintain and retain talent, motivating non-monetary rewards to be used. Also its suggested to use systems like Scholarships abroad, resorts suitable locations inside and outside the country, encouraging pilgrimage holidays, Ben commodity specific brands, through education costs for children who are vulnerable to top.

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