International Academic Institute for Science and Technology

International Academic Journal of Organizational Behavior and Human Resource Management
Vol. 5, No. 2, 2018, pp. 56-69.

ISSN 2454-2210

International Academic Journal of Organizational Behavior and Human Resource Management

www.iaiest.com

The influence of culture on organizational flexibility to revolute administrative system (Case study: education and nurture management in Western Azerbaijan province)

Leyla Aziz Aman, Masoud Ghahremani*

Department of Public Administration, Mahabad Branch, Islamic Azad University, Mahabad, Iran

Abstract

The aim of the present study has been conducted in order to investigate the impact of culture on organizational flexibility in order to create change in the administrative system of management education in West Azerbaijan province was conducted. This research component of applied research with descriptive approach - is survey. The population of this study consists of 736 students from all the staff of the Education of Azerbaijan is. The sample size of 253 people is an estimate based on Cochran formula and stratified random sampling method is used. Data collection was standard questionnaire. The validity and content validity and reliability by Cronbach's alpha is approved. In order to analyze the data, structural equation modeling with partial least squares approach is used. According to standardized path coefficient equal to 0.836, which proved to be the independent variable on the dependent variable accounted for almost 83 percent of the changes. So culture on organizational flexibility in the management education in West Azerbaijan impact.

Keywords: Culture, Organizational Flexibility, Revolution in Administrative System.

Introduction:

Change in attitude is one of the important developments have taken place in the field of management today. Change in attitude is one of the important developments have taken place in the field of management today. Until two decades ago, it was thought that the rational tool for the coordination and control in order to achieve those objectives and has vertical surfaces of the sections, and based on relations between the part of the power of the, today, however, acknowledge that the organization is nothing more than the subject due to issues such as organizational climate, organizational health and organizational culture as a relatively new phenomenon in organization and management studies and

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018

considered more modern in recent decades it is highly inclusive (Tusi, 2004). According to Robert Quinn for understanding the organization and the behavior and performance of employees, the fundamental step is understanding the culture, because culture can be easily done with leverage and facilitate the orientation of the new changes in the organization can be sustained, the culture of a key factor in the success and long-term goals are (Raha Ezabadi, 2000). The root and main causes of success or failure of institutions and organizations in search of their organizational culture and organizational culture variables affect the gap between formal organization and how to actually perform the work gives identity (Haghighat Monfared, 2007).

It is also one of the things that always exist in organizations is whether culture is an organization for the appropriate organization or not, the reason for the definition, description and assessment of organizational culture in organizations, considerable scientific efforts has taken place in recent decades (Robbins, 2012), so we can say that understanding organizational culture is essential for any organization and managers must work across the organization in its development (Goudarzi et al, 2008).

Since the organizational culture on organizational interactions are all (Francois, 2006). In general, the ruling culture in the organization maybe determined by change or no change organization. Why primarily regulations that have been defined in cultures very different from the other empathy and act as a role by providing action and impose different letters can be assigned to staff these make the task (Kritenz, 2008).

In general, it can be said that corporate culture distinct categories of culture for the community. With a little scrutiny on how organizational behavior can be realized that in fact the socio-political culture is reflected in the organization. So usually, every organization is founded initially as a small unit. At the beginning of its activities, its culture rapidly due to various factors shape. Culture formation depends on the cause of the organization and its place in society and its success factors such as efficiency, quality service, innovation, hard work and loyalty to the organization. The organization is born when a lot of effort from the staff to the success of the organization (Shojaei and Zivaryar, 2005). In fact, culture represents the rank and file employees of their work and efforts of the organization's future. Gradually policies that reward systems, policies and laws governing the development work themselves, of these factors have a profound impact on shaping the culture of the organization's primary. These factors identified by the official organization and how conflicts are the kind of behavior that will be important for the evolution of the organization (Robbins, 2012).

Given that such research has been done on the Iranian organizations present study was necessary, the main purpose of this study, the impact of culture on organizational flexibility in order to create change in the administrative system is management education in Western Azerbaijan province.

Research methodology

The methodology of this research is descriptive in terms of purpose, is applied. The population of this study consists of 736 students from all the staff of the Education of Azerbaijan is. The sample size of 253 people is an estimate based on Cochran formula and stratified random sampling method is used. The data collection tool was a standardized questionnaire. Its validity was approved by seven of the professors. The reliability of the questionnaire using Cronbach's alpha was 0.91 is the reliability of the questionnaire. In order to analyze the data, structural equation modeling with partial least squares approach is used.

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018

Research Findings

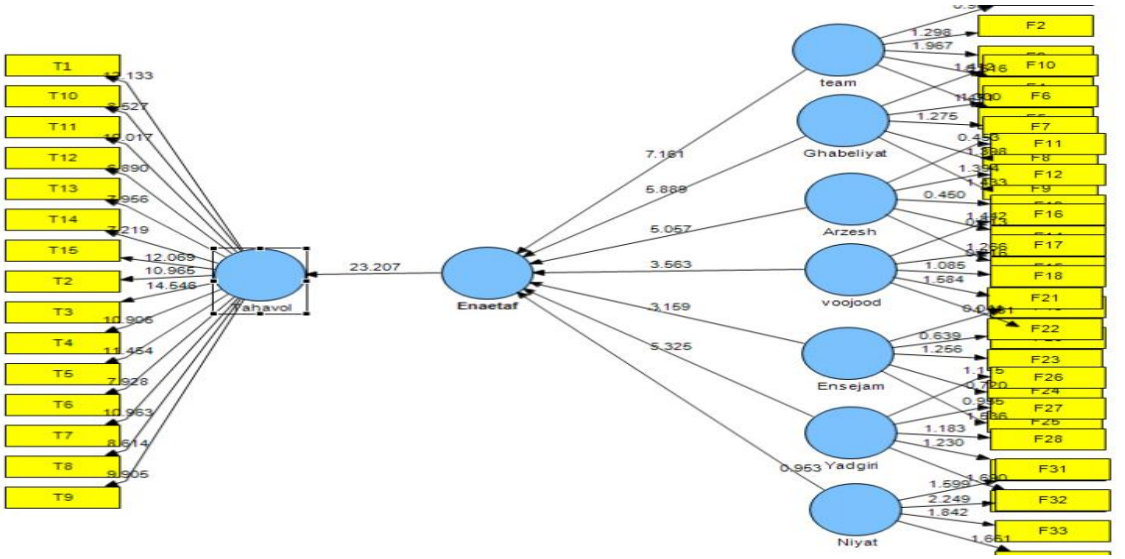
Descriptive Findings

Descriptive statistics of the variables are mentioned in Table 1.

Table 1. Descriptive statistics for variables

Variable	Frequency	Mean	Standard Deviation	Skewness	Elongation
Team-oriented	253	4.5795	.82155	.149	.613
Developing capabilities	253	3.1752	.00416	.444	.500
Fundamental values	253	3.1932	.88998	.333	.350
Agreement	253	3.1256	.00100	.652	.067
Coordination	253	5.4028	.88799	.031	.452
Organizational Learning	253	3.2135	.82155	.133	.613
Intention and strategic direction	253	3.0085	.87546	.252	.128
Acceptance of change	253	5.0052	.85632	.031	.350
change management	253	4.2084	.72215	.258	.009
Response to changes	253	3.4054	.15173	.367	.128
Organizing forces	253	4.4792	.62597	.069	.527
Appropriate structure	253	3.1157	.06097	.566	.211
Reform processes	253	4.2373	.02548	.154	.629
Modernization	253	3.5795	.75984	.652	.333
emphasis on learning	253	4.3983	.35968	.258	.008

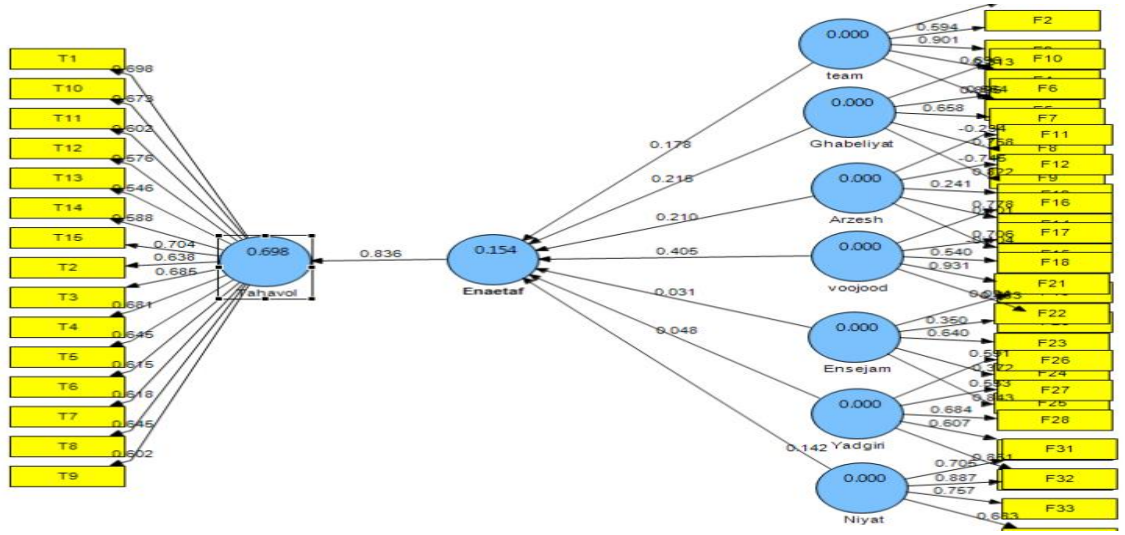
In order to test structural equation model estimates of the proportion of structural enjoys whether or not this purpose, the factor loadings and regression coefficients and tested.



Looking at the chart above, obtained t value less than 1.96 was not any variables or items cannot be removed, and researcher can claim that the model is fit enough.

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018

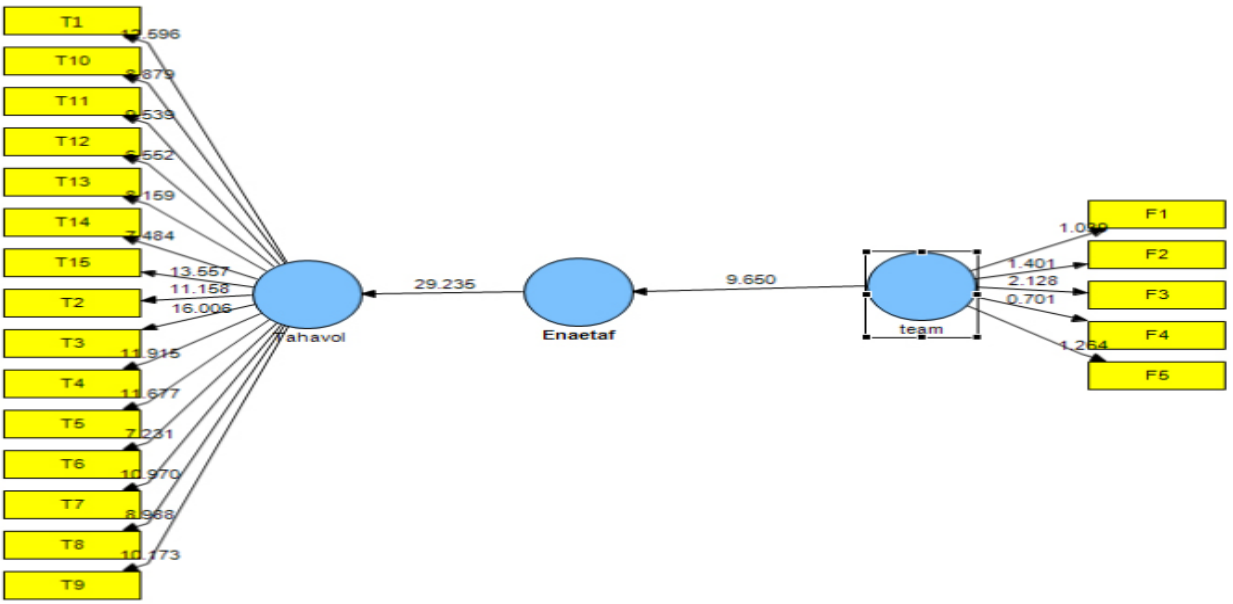
Impact coefficient R2



R2 values for the endogenous variables of the model of the mean value of the standard 0.33. Outnumbers that demonstrate the proper fit of the structural model.

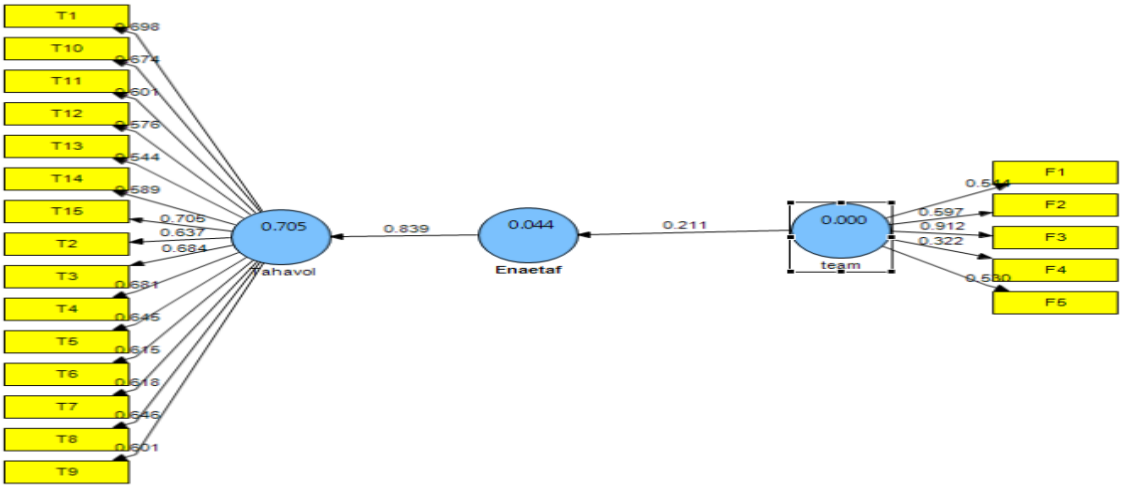
Testing first sub-hypothesis

Team-oriented affects organizational flexibility in the education and nurture management in West Azerbaijan.



Note that in the above diagram t values obtained in 95% confidence level was more than 1.96, So the question raised has been accepted and will be tests to be conducted on the questions. The following chart shows the path coefficients in the model are explained.

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018



Standardized path coefficient equal to 0.839, which proved to be the independent variable on the dependent variable accounted for almost 83% of the changes.

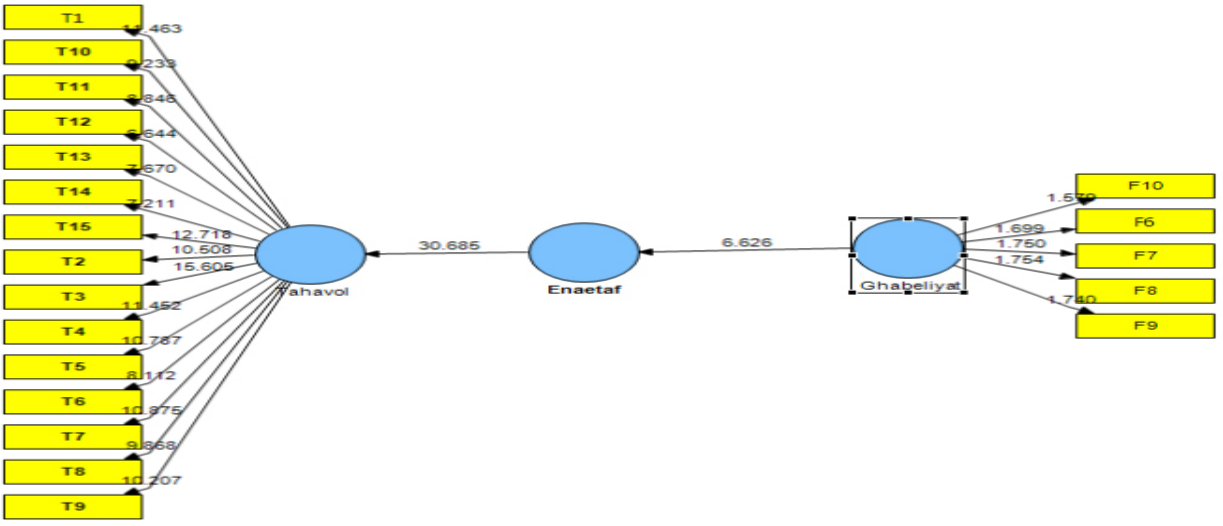
t-statistic	T-statistic mediator	Factor-mediated pathway	path coefficient
29.235	9.650	0.211	0.839

The coefficient of determination in this Model to determine the coefficient of variance 0.705 and dependent variable by a set of independent variables shows the value of this coefficient is between 0 and 1. The value of this ratio is closer to 1 indicates that the independent variables could explain most of the variance in the dependent variable. It amounts Chin 0.19, 0.33 and 0.67, respectively, represent a poor fit can be fitted to medium and strong.

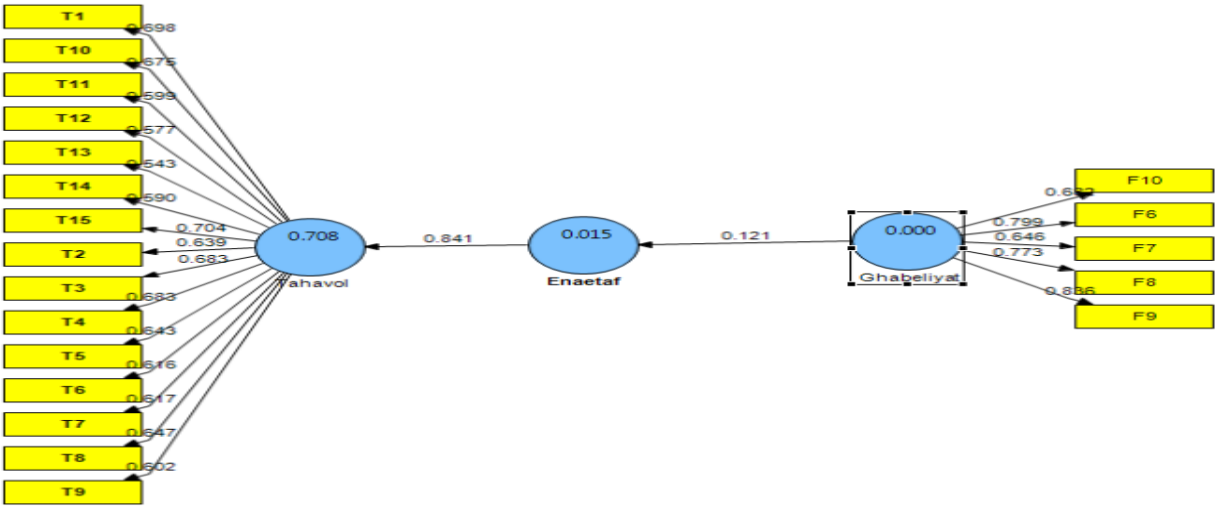
Testing second sub-hypothesis

Development capabilities affects organizational flexibility in the education and nurture management in West Azerbaijan.

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018



Given that in the above diagram t values obtained in 95% confidence level was more than 1.96, So the question raised has been accepted and will be tests to be conducted on the questions. The following chart shows the path coefficients in the model are explained.



Standardized path coefficient equal to 0.841, which proved to be the independent variable on the dependent variable accounted for almost 84% of the changes.

t-statistic	T-statistic mediator	Factor-mediated pathway	path coefficient
30.685	6.626	0.121	0.841

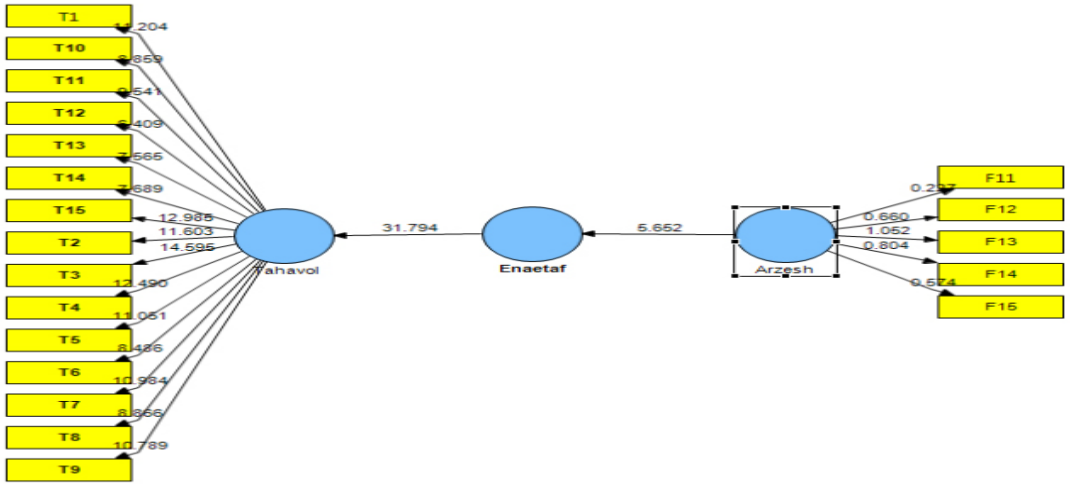
The coefficient of determination in this Model to determine the coefficient of variance 0.708 and dependent variable by a set of independent variables shows the value of this coefficient is between 0 and

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018

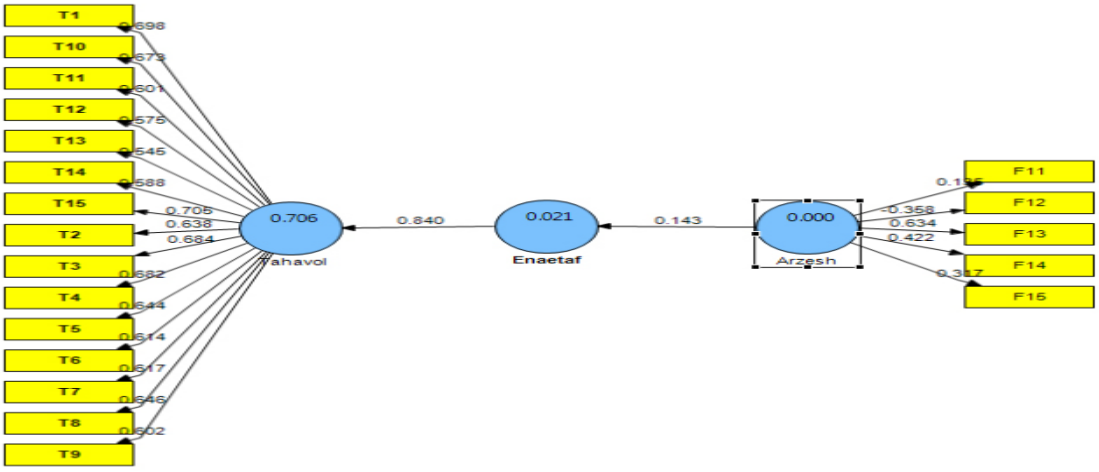
1. The value of this ratio is closer to 1 indicates that the independent variables could explain most of the variance in the dependent variable. It amounts Chin 0.19, 0.33 and 0.67, respectively, represent a poor fit can be fitted to medium and strong.

Testing second sub-hypothesis

Fundamental values affect organizational flexibility in the education and nurture management in West Azerbaijan.



Given that in the above diagram t values obtained in 95% confidence level was more than 1.96, so the question raised has been accepted and will be tests to be conducted on the questions. The following chart shows the path coefficients in the model are explained.



Standardized path coefficient equal to 0.840, which proved to be the independent variable on the dependent variable explained 84% of the changes.

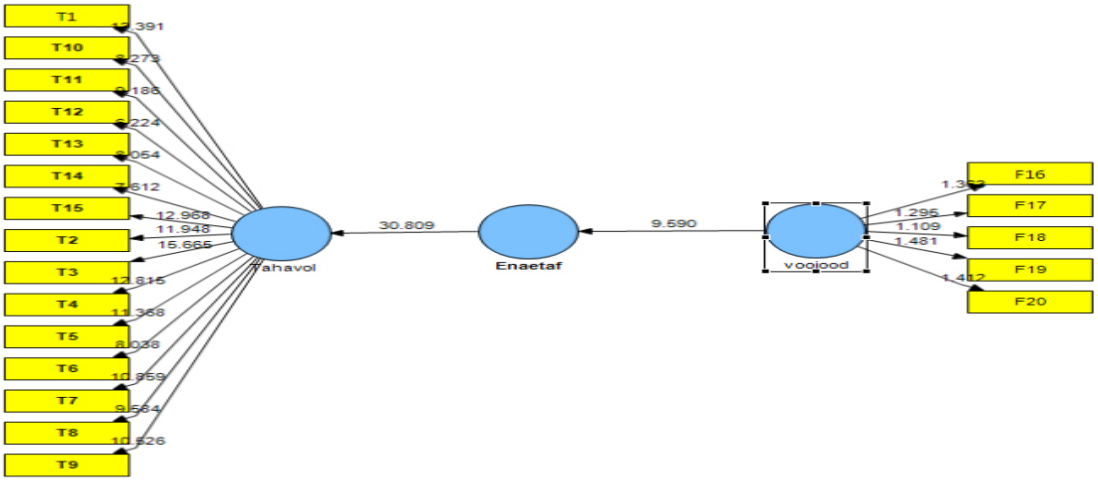
t-statistic	T-statistic mediator	Factor-mediated pathway	path coefficient
31.794	5.652	0.143	0.840

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018

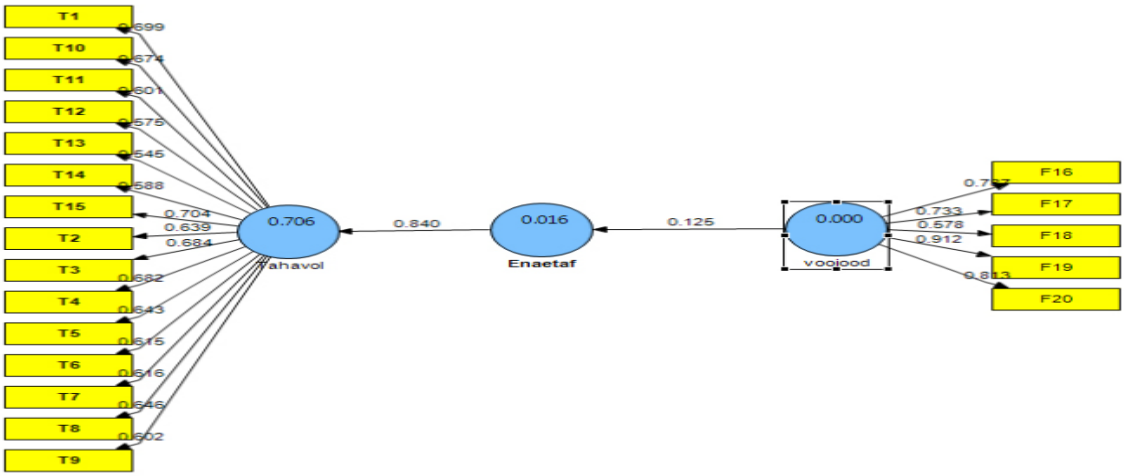
The coefficient of determination in this Model to determine the coefficient of variance 0.706 and dependent variable by a set of independent variables shows the value of this coefficient is between 0 and 1. The value of this ratio is closer to 1 indicates that the independent variables could explain most of the variance in the dependent variable. It amounts Chin 0.19, 0.33 and 0.67, respectively, represent a poor fit can be fitted to medium and strong.

Testing fourth sub-hypothesis

There is agreement affects organizational flexibility in the education and nurture management in West Azerbaijan.



Considering that in the above diagram t values obtained in 95% confidence level was more than 1.96. So the question raised has been accepted and will be tests to be conducted on the questions. The following chart shows the path coefficients in the model are explained.



Standardized path coefficient equal to 0.840, which proved to be the independent variable on the dependent variable explained 84% of the changes.

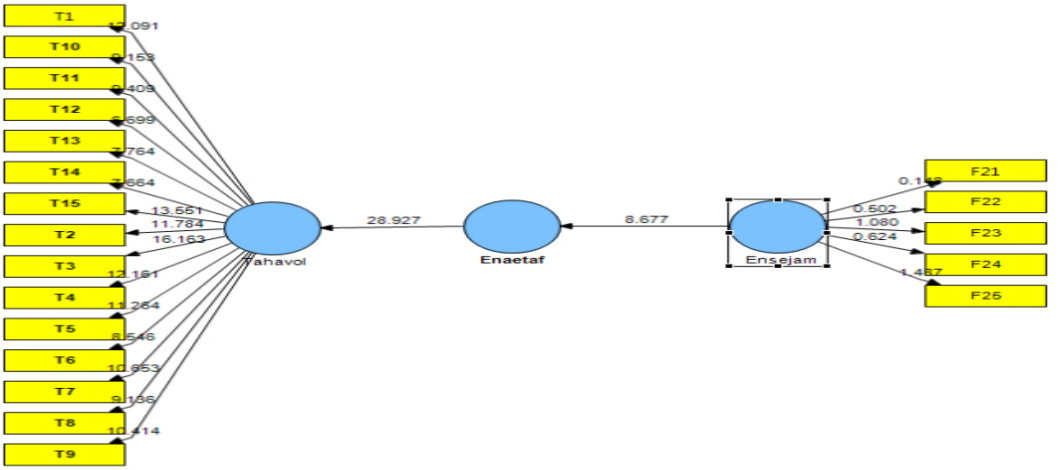
Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018

t-statistic	T-statistic mediator	Factor-mediated pathway	path coefficient
30.809	9.590	0.125	0.840

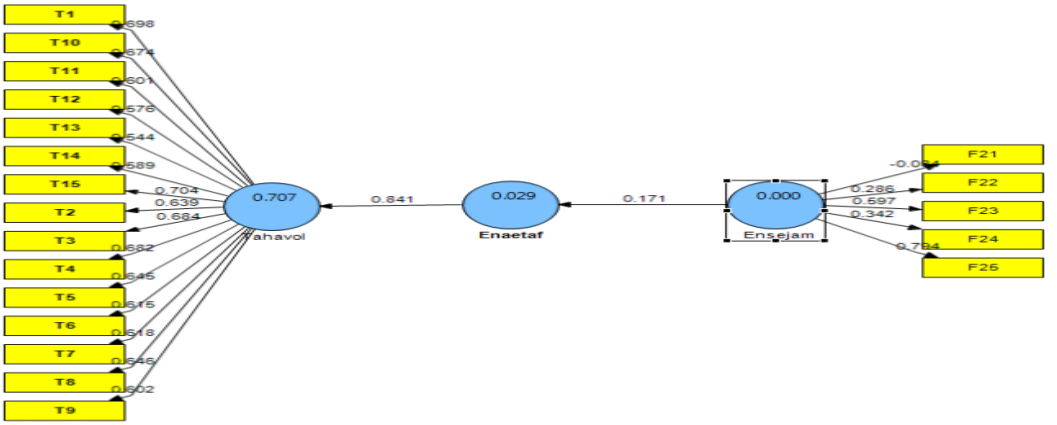
The coefficient of determination in this Model to determine the coefficient of variance 0.706 and dependent variable by a set of independent variables shows the value of this coefficient is between 0 and 1. The value of this ratio is closer to 1 indicates that the independent variables could explain most of the variance in the dependent variable. It amounts Chin 0.19, 0.33 and 0.67, respectively, represent a poor fit can be fitted to medium and strong.

Testing fifth sub-hypothesis

Coordination of organizational affects flexibility in the education and nurture management in West Azerbaijan.



Considering that in the above diagram t values obtained in 95% confidence level was more than 1.96, so the question raised has been accepted and will be tests to be conducted on the questions. The following chart shows the path coefficients in the model are explained.



Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018

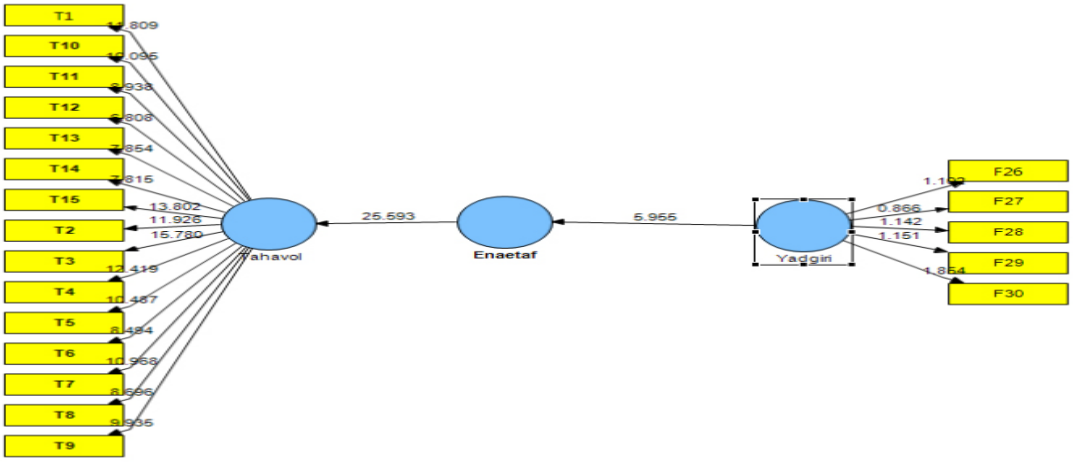
Standardized path coefficient equal to 0.841, which proved to be the independent variable on the dependent variable accounted for almost 84% of the changes.

t-statistic	T-statistic mediator	Factor-mediated pathway	path coefficient
28.927	8.677	0.171	0.841

The coefficient of determination in this model to determine the coefficient of variance 0.707 and dependent variable by a set of independent variables shows the value of this coefficient is between 0 and 1, the value of this ratio is closer to 1 indicates that the independent variables could explain most of the variance in the dependent variable. It amounts Chin 0.19, 0.33 and 0.67, respectively, represent a poor fit can be fitted to medium and strong.

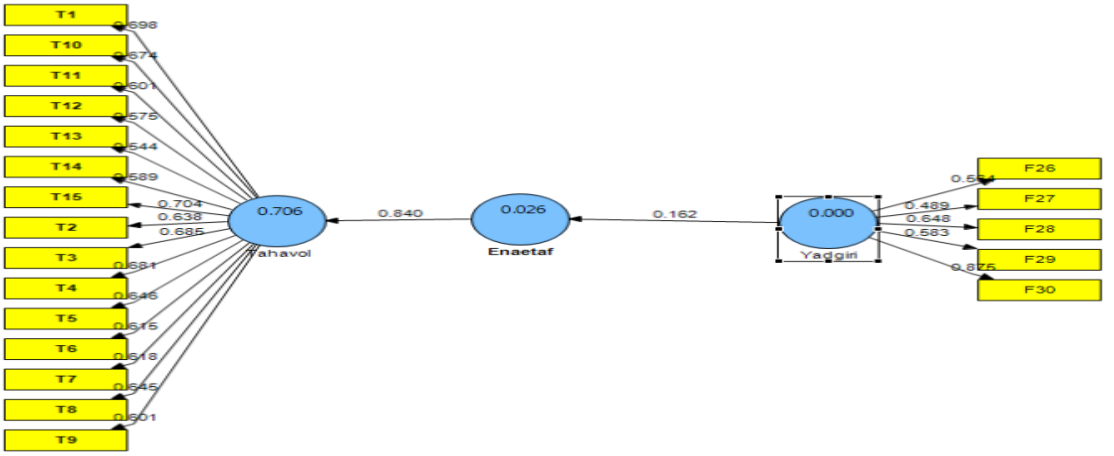
Testing sixth sub-hypothesis

Organizational learning affects organizational flexibility in the management education in West Azerbaijan.



Given that in the above diagram t values obtained in 95% confidence level was more than 1.96, so the question raised has been accepted and will be tests to be conducted on the questions. The following chart shows the path coefficients in the model are explained.

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018



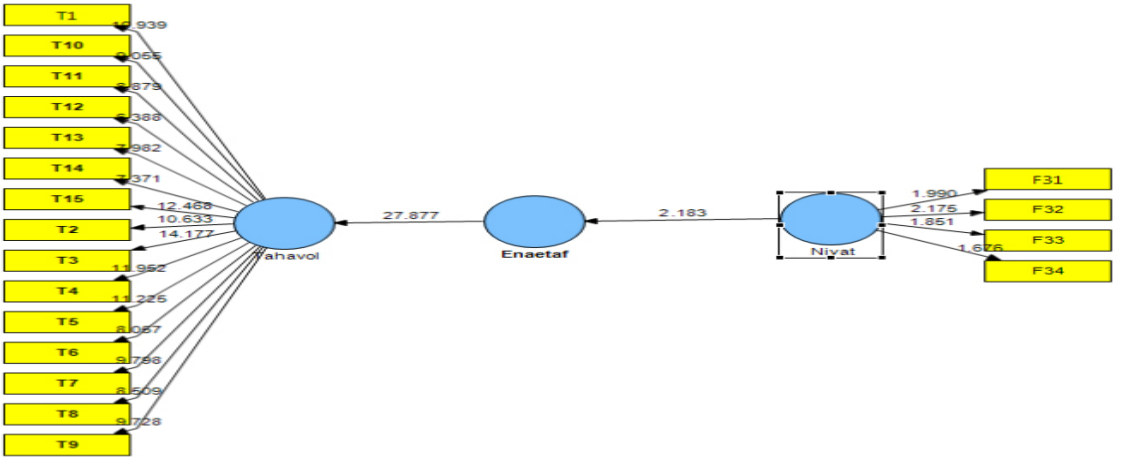
Standardized path coefficient equal to 840.0, which proved to be the independent variable on the dependent variable accounted for almost 84% of the changes.

t-statistic	T-statistic mediator	Factor-mediated pathway	path coefficient
25.593	5.955	0.162	0.841

The coefficient of determination in this Model to determine the coefficient of variance 0.706 and dependent variable by a set of independent variables shows the value of this coefficient is between 0 and 1, the value of this ratio is closer to 1 indicates that the independent variables could explain most of the variance in the dependent variable. It amounts Chin 0.19, 0.33 and 0.67, respectively, represent a poor fit can be fitted to medium and strong.

Testing Seven sub-hypothesis

Intention and strategies direction affects organizational flexibility in the education and nurture management in West Azerbaijan.



Standardized path coefficient equal to 0.840, which proved to be the independent variable on the dependent variable accounted for almost 84% of the changes.

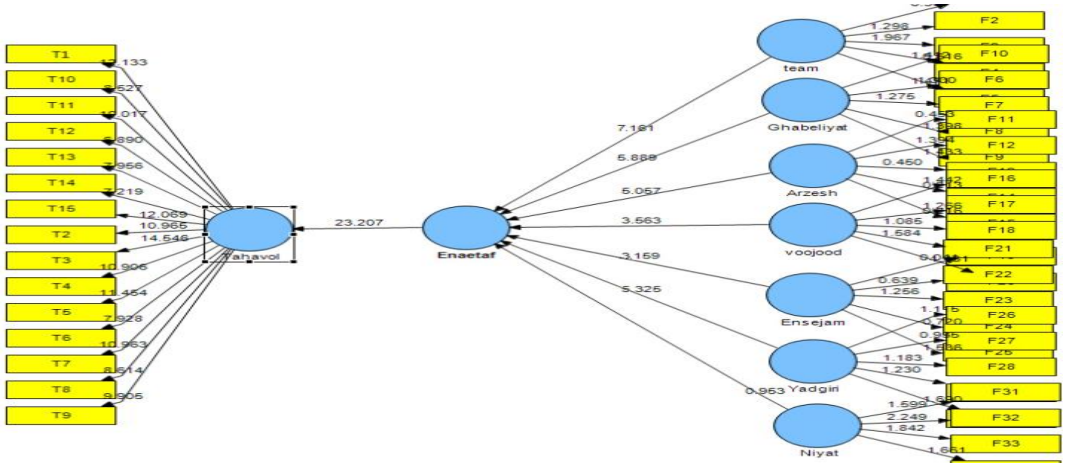
Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018

t-statistic	T-statistic mediator	Factor-mediated pathway	path coefficient
27.877	2.183	0.029	0.841

The coefficient of determination in this Model to determine the coefficient of variance 0.706 and dependent variable by a set of independent variables shows the value of this coefficient is between 0 and 1, the value of this ratio is closer to 1 indicates that the independent variables could explain most of the variance in the dependent variable. It amounts Chin 0.19, 0.33 and 0.67, respectively, represent a poor fit can be fitted to medium and strong.

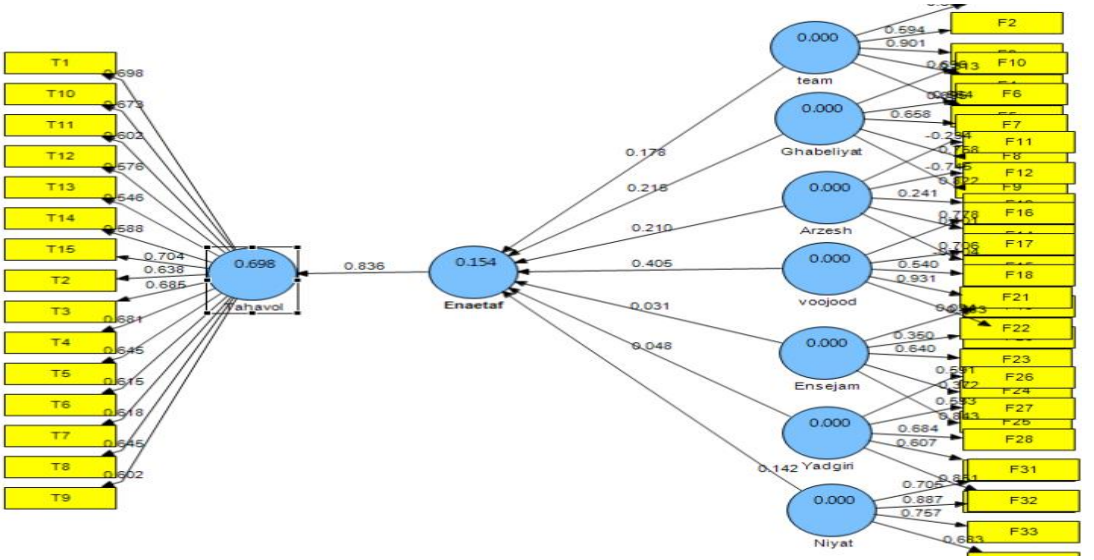
Main Hypothesis

Culture affects organizational flexibility in the education and nurture management in West Azerbaijan.



Given that in the above diagram t values obtained in 95% confidence level was more than 1.96, so the question raised has been accepted and will be tests to be conducted on the questions. The following chart shows the path coefficients in the model are explained.

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018



Standardized path coefficient equal to 0.836, which proved to be the independent variable on the dependent variable accounted for almost 83% of the changes.

test results	**t-statistic**	**path coefficient**
confirmed	23.207	0.836

The coefficient of determination in this Model to determine the coefficient of variance 0.698 and dependent variable by a set of independent variables shows the value of this coefficient is between 0 and 1, the value of this ratio is closer to 1 indicates that the independent variables could explain most of the variance in the dependent variable. It amounts Chin 0.19, 0.33 and 0.67, respectively, represent a poor fit can be fitted to medium and strong.

Conclusion:

The results showed that the culture of the West Azerbaijan organizational flexibility in the management education is effective. Thus, according to the results it is recommended that the mission directors, setting organizational strategy and create an organizational culture is the culture. Although this needs time, but increasingly adds to the competitiveness of the organization. And long-term development of the organization will bring. Finally identify factors affecting the culture of the organization, identify weaknesses, organizational culture, organizational culture required a comprehensive study should be considered.

The results showed that the orientation affects organizational flexibility in the education and nurture management in West Azerbaijan. Therefore, it is recommended that organizational activities carried out in the form of groups and internal teams. The team provides in the organization would guarantee survival.

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018

The results showed that development capabilities affect organizational flexibility in the education and nurture management in West Azerbaijan. So managers and officials should show special attention to the development of capabilities and thereby enhance flexibility in the organization.

The results showed that the core values are effective the organizational flexibility in the education and nurture management in West Azerbaijan. So managers and officials should show special attention to the development of capabilities and thereby enhance flexibility in the organization.

The results showed that having agreement affects organizational flexibility in the education and nurture management in West Azerbaijan. So managers and officials should show special attention to the development of capabilities and thereby enhance flexibility in the organization.

The results showed that the coherence and coordination affects organizational flexibility in the education and nurture management in West Azerbaijan. So managers and officials should show special attention to the development of capabilities and thereby enhance flexibility in the organization.

The results showed that organizational learning affects organizational flexibility in the education and nurture management in West Azerbaijan. So managers and officials should show special attention to the development of capabilities and thereby enhance flexibility in the organization.

The results showed that intention and strategic direction affects the organizational flexibility in education and nurture management in West Azerbaijan. So managers and officials should show special attention to the development of capabilities and thereby enhance flexibility in the organization.

References:

Francois, H (2006). Organizational culture and performance measurement systems, Journal of Accounting, Organizations and Society, 31, 77-103.

Goudarzi, M., Abu Torabi, M., Dastgerdi, M, Dastgerdi, K. (2008). The relationship between organizational culture and knowledge management staff managers of Physical Education Organization. Sport Management journal (2), 201-214.

Haghighat Monfared, J., Hoshyar, A. (2010). The relationship between organizational culture and knowledge management (case study: National Iranian Oil Company). Journal of management and human resources in the petroleum industry, 4 (11), 65-87.

Kritez, Robert (2008). Principles of Management. Translated by Davar Venus, Bahman Jamshidi, M. Parch. Tehran: Mehraban publication.

Raha Ezabadi, Rosa. (2000). the relationship between organizational culture and sport managers' efficiency of education across the country. Master Thesis, Faculty of Physical Education Tehran.

Robbins, Stephen (2012). Principles of Organizational Behavior. Translated by Ali Parsaeian and Mohammad Erabi, Tehran: Cultural Research Office.

Shojaei, Manochehr, Zivaryar, F. (2005). Review and explain the corporate culture of faculty members of Science Paradise, Third Year, No. 11, Journal of Culture Management.

Tusi, Muhammad Ali (2004). Organizational Culture. Tehran, State Management Training Center.

Received:27 June 2018/Accepted:13 September 2018/Published:20 December 2018