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**THE ROLE OF ORGANIZATIONAL CULTURE IN THE EMPLOYEES'
EMPOWERMENT (CASE STUDY: HEALTH AND TREATMENT OFFICE OF
GACHSARAN)**

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ABSTRACT

This study was done on the purpose of investigating the role of organizational culture in the employees' empowerment in Health and Treatment Office in Gachsaran in which the concepts of organizational cultures and employees' empowerment were evaluated by a questionnaire. The questionnaire was distributed among 150 samples of the people of the statistic society that includes all the personnel in Health and Treatment Office in Gachsaran and they are 237 people. The research method is descriptive of the scientific-comparative kind. The correlation coefficient test, regression test and Friedman ranking test were used to analyze the data through SPSS software. The results show a meaningful and positive effect of all organizational culture, that is, (involving in the job, integrity, adjustment and mission) on the employees' empowerment.

**Keywords: Organizational culture, Employees' empowerment, Management of human
resources, Health and Treatment Office of Gachsaran**

INTRODUCTION

The organization is something beyond the vertical or horizontal levels, units and pecking orders. An organization has a personality just like the humans, a personality that has features of flexibility, conservatism and innovation... The staffs in an organization agree each other according to a special pattern of behavior and that is the organizational culture. So, since there is a unique culture for each organization that shows the people the way of understanding and giving meaning to the events. Organizational culture can be used as a powerful lever to lead and strengthen the organizational behavior.

By the way, the organizational development as a planned process equals the evolution in organizational culture and each change or evolution in the organization is not effective without paying attention to the organizational culture. At last, it should be said that gaining the organizational goals depends on factors such as organizational culture ruling over human resources. Therefore, in order to reach the goals of the organization and make the employees happy and satisfied, the managers should know the organizational culture and be aware of the way it affects the organization [Farhangi, 2006].

In today's turbulent and competitive world, the organizations are seeking for finding new methods to maximize the human resources' efficiency and effectiveness. The organizations try to attract and employ the staffs that have higher capabilities and efficiency to run the activities in order to compete in global level and maximize their performance. The managers of the organizations should accept the conditions of presence in the space of global competition and the field of effective presence in the world is to accept the term management of change in performance. Otherwise, they will lose the conditions of global competition. The fact is that, the most important thing in today's world is the human force so that the economists believe that what identify the process of economic and social development of a country are the human resources of that country and not the capital or other material resources. Scott (1999) mentioned dedication, the quality of responsibility and the work force capability as the basic origin of advantage of the competition for the organizations because the skillful human force that is faithful and matched to the goals of the organization is ready to try hard to gain the organizational goals with the most

power and capability and then provides the effectiveness of the organization.

Regarding the importance of employees' empowerment for the companies, the researcher after investigating different companies and organizations in the country noticed that these companies have problems in gaining a suitable empowerment for their employees. The researcher knew the reason of this problem as the lack of attention to organizational culture. Therefore, it has been tried in this research to investigate the role of organizational culture in employees' empowerment and also in identifying the fact that organizational culture had a positive and meaningful effect on which of the five aspects of employees' empowerment (feeling of competence, feeling of being meaningful, feeling of effectiveness, feeling of having the right to choose and the feeling of trusting others). Some studies have been done in the field of employees' empowerment; however, no comprehensive research has been done on the investigation of the effect of organizational culture in the employees' empowerment. So, to meet this problem, the present study tries to investigate the effect of organizational culture in employees' empowerment.

REVIEW OF THE LITERATURE

Organizational Culture

The original elements of an organizational culture is the values that the members of the organization share with each other and the internal behaviors of the organization will be formed through them [Haji Karimi, 2004]. Culture is a set of key values that is widely accepted by the members of the organization [Tsui et al., 2006].

Origin and How to Form the Organizational Culture

Basically, the organizational culture originates from three different resources:

First: the founders' beliefs, values and hypotheses

Second: the learnt experiences by the members of the groups as the elements of the organization during the time.

Third: new beliefs, values and hypotheses that enter the organization by the members and leaders.

Although each of these solutions and tools have a crucial role in forming the organizational culture, but the founders of the organization have the most important effect. They are not only the identifier of original goal and environmental field for the new group to act, but also they identify the way of answering the environment and the action of the group by choosing the members of the group. Definitely, the organizations are not formed accidentally or suddenly, but they are

goal-oriented on one hand and have special purposes and on the other hand some people form the organization in order to gain the goals that they cannot gain alone so that they can reach their goals through group working [Contezet *et al.*, 2006].

Functions of organizational culture

Culture has different roles and functions in an organization. To know how these functions happen here it is pointed briefly to the teaching characteristic of these functions.

1. It gives the employees at the organization an organizational identity. What makes the organization prominent is the ability of the organization in attracting and growing and keeping the talented people [Toosi, 1993]. Robins in his book titled "management of organizational behavior" mentions that: culture identifies the organizational border; it means that it separates the organizations from each other and inject a feeling of identity in the members of the organization [Robins, 1995].
2. It facilitates the group responsibility. Responsibility can usually be defined as the group or individual's mental connection to the organization in which there is the feeling of involving

the job, faithfulness and believing the values of the organization. Because the reward of the job is higher than the current criteria and the middle managers will benefit generous rewards [Toosi, 1993].

3. It encourages the stability of social system because the employees would provide a space for the organization with a feeling of certainty of job security that has an unusual future of exciting responsibility and accepting very careful controlling [Toosi, 1993]. Socially, culture is considered as a stick that can connect the members of the organization through delivering suitable standards (in relation to what the members should say and what they should do) [Mahmoodi, 2005].
4. Culture forms the members' behavior by helping them to know the environment of their job. In this way, the elite can gain a full time job and start their job at the lowest level and get acquainted with the basic principles of the organization by the successful employees [Toosi, 1993]. Also, culture creates unity and integrity among the members in a way that they know how to behave

and communicate with each other [EbrahimiBajandi, 2003].

5. The culture of the organization would affect the duties and the way of performance of management of the organization and by making some limitations for the management states that what a manager can do and what he/she cannot do. The manager's action should be verified by the culture of the organization, if not, it will not be according to the values and is not proved by the majority at the organization.
6. Culture is considered as a controlling factor that causes the attitudes about employees' behavior to form or create. So that it makes the individual's competence in the organization, suitability of the individual's attitude and behavior according to the organizational culture in order that the individual can be a member of the organization [Robins, 1995].
7. Culture helps the organization to adjust itself to the external environmental factors [EbrahimiBajandi, 2003].

Empowerment

Empowerment is in fact giving official authorities and legal power to the employees [Arjeris, 1998].

-Empowerment is the process of development, a process that increases the employees' ability to solve the problem of improving the employees' political and social attitude and make them able to identify the environmental factors and control them [Karret Right, 2002].

- Empowerment is not just giving the authority to the employees but also it causes that the employees can improve their performance by acquiring knowledge, skill and motivation. Empowerment is a value process that continues from the top management of the organization to the lowest ranks [Scott and Jaff, 1996].

-Empowerment means the employees can comprehend their duties really well before they are told what to do [Saveri and Luke, 2001].

The importance of empowerment in the organization

The quick environmental changes treats the life of many organizations and the world economy is getting forward with regional economic pressures. The new information technologies, organizational cultures of consumer, appearing global standards and the possibility of sharing in the expenses are the

effective environmental changes that exist in today's organizations. The ability of organizations to adjust with environmental changes is effective for their survival. The organizations need flexibility to be responding to the environmental pressures on time. Today, empowerment is considered as a strategy to increase the performance and provide the survival of the organization. Empowerment should be taken into

consideration as the most important organizational issue [MazidAbadiFarahani, 2004]. Hall (1994) believes that nowadays, the changes in the environment has forces the organizations to review their management systems in order to survive and the employees' empowerment as the basic subject related to leadership and management performances has given the possibility of being more competitive for the organizations.

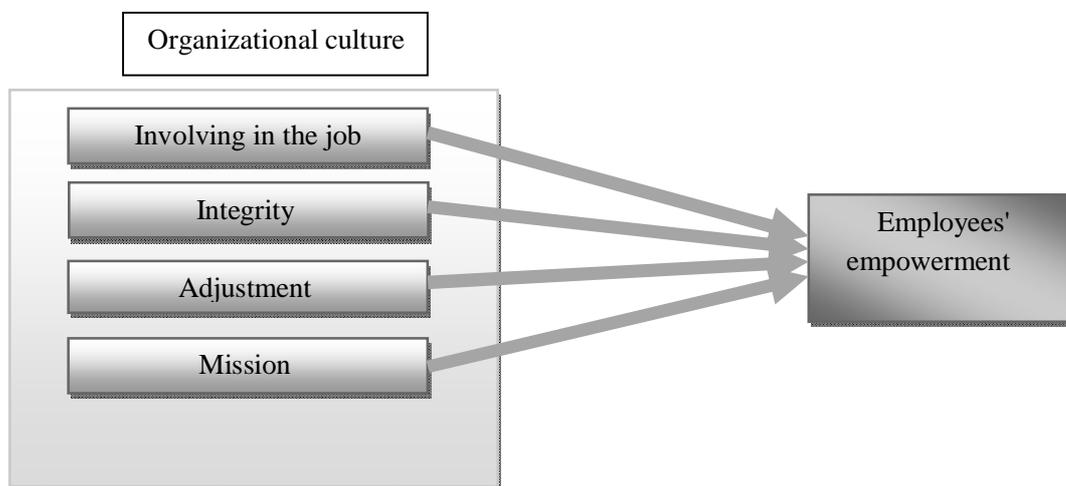


Figure 1: Research model (Danielson, 2000)

Research hypotheses

Basic hypothesis

Organizational culture has a positive effect on the employees' empowerment.

Secondary hypotheses

- 1- Involving in the job has a positive effect on the employees' empowerment.
- 2- Integrity has a positive effect on the employees' empowerment.
- 3- Adjustment has a positive effect on the employees' empowerment.

- 4- Mission has a positive effect on the employees' empowerment.

MATERIALS AND METHODS

The research method used in this method is descriptive of the scientific-comparative kind. The statistic society of the research includes all the employees of Health and Treatment Office in Gachsaran that is 237 people. Cochran formula is used to choose the sample size. So the number of the people investigated in this study is 147 people. The

information related to measurement of data of the research was collected through two authentic questionnaires. The questionnaire for the organizational culture that contained 60 questions was standard and was planned by professor Danielson (2000) and the questionnaire of the employees' empowerment that contained 15 questions is also standard that was planned by famous researchers Kanger and Kanengo (1989), Thomas and Valthouse (1990), Sprentez (1995) and Mishra (1999). In the part of inferential statistics, at first, Klomogroph- Smironoph test was used to identify whether the data is normal or not

normal. If it is normal the Pearson Correlation Coefficient is used and if not the Man Wittney and Spearman tests will be used. The regression test was used in this research to analyze and measure the density of the variables of organizational culture and the employees' empowerment.

Data analysis

Original hypothesis

H0: Organizational culture does not have positive effect on the employees' empowerment.

H1: Organizational culture has a positive effect on the employees' empowerment.

Table 1: Solidarity matrix among the structures

		Organizational culture	The employees' empowerment
Organizational culture	Pearson correlation	1	590**
	Meaningfulness number (sig)		000
	Sample size	150	150
The employees' empowerment	Pearson correlation	590**	1
	Meaningfulness number (sig)	000	
	Sample size	150	150

Regarding the output of correlation test it is seen that first, because the amount of this test is less than 0.05 so we accept that there is a meaningful relationship between organizational culture and the employees'

empowerment. The amount of this correlation is 0.59.

Fitness of regression mode of the original hypothesis

Table 2: Correlation between variables

Model	correlation	Identification ratio	Moderated identification ratio	Estimated error	Watson Camera
1	0.590	0.348	0.344	0.45534	2.205

Correlation between dependent variable and independent variable is 0.590. The identification coefficient that is obtained is 0.348 and it shows that 0.348 percent of the

changes in the employees' empowerment are related to the organizational culture. Because this degree of freedom in not considered so the moderated identification coefficient is

used for this purpose that is 0.344 in this test. Regarding the fact that the amount of Watson's camera is in the standard distance of 1.5 to 2.5, so the independency of the

errors is resulted. According to the mentioned indices the model has enough competence. Meaningfulness of regression is calculated by F test in the following table.

Table 3: Variance analysis to meaningfulness of regression

Model	Result of the square	df	Mean of the square	F	Meaningfulness level
1	Regression	1	16.394	79.0971	0.000
	Remaining	148	207.		
	Total	149			

Regarding the table above, the calculated meaningfulness level for this statistic is 0.000 and shows the meaningfulness of regression at 95% level.

The variable entered in regression equation is the original core of regression analysis that is in the following table.

Table 4: Meaningfulness of regression coefficients

Model	Non-Standard coefficient		standard coefficient	T	Meaningfulness level
	B	error	beta		
1	constant	1.665	0.235	7.091	0.000
	Organizational culture	0.627	0.070	8.892	0.000

By promoting a unit of organizational culture, the standard deviation of the employees' empowerment will be improved at 0.627 units, so they have positive relationship.

Secondary hypothesis 1:

H0: Involving in job does not have a positive effect on the employees' empowerment.

H1: Involving in job has a positive effect on the employees' empowerment.

Table 5. Correlation matrix among the structures

		Job	Employees
Involving in job	Pearson correlation	1	0.591**
	Meaningfulness number (sig)		0.000
	Sample size	150	150
Employees' empowerment	Pearson correlation	0.591**	1
	Meaningfulness number (sig)	0.000	
	Sample size	150	150

Because P in this test is less than 0.5 so we accept that there is a meaningful relationship between the aspect of involving in job and the employees' empowerment.

Fitness of regression model of the first secondary hypothesis

Table 6. Correlation between variables

Model	Correlation	identification coefficient	Moderated coefficient	identification	Estimated error	Watson camera
1	0.591a	0.350	0.345		0.45479	2.269

The correlation between dependent and independent variable is 0.591. The identification coefficient is 0.35 and shows that 0.35 percent of the employees' empowerment is related to involving in job. Because this freedom degree is not

considered so the moderated identification coefficient is used for this purpose that is 0.345 in this test. Regarding the fact that the amount of statistic of Watson camera is in the standard distance of 1.5 to 2.5, so the independency of the errors will be resulted.

Table 7: Variance analysis to meaningfulness of regression

Model	Result of the square	Freedom degree	Mean of the square	F	Meaningfulness level
1 Regression	16.468	1	16.468	79.618	0.000
Remaining	30.611	148	.207		
Total	47.079	149			

According to the above table, the calculated meaningfulness level for this statistic is 0.000

and shows that regression is meaningful at 95% level.

Table 8. Meaningfulness of regression coefficients

Model	Non-Standard coefficient	standard coefficient	T	Meaningfulness level
	B	error	beta	
1 constant	1.834	0.215	8.515	0.000
Involving in job	0.578	0.065	8.923	0.000

By improving a unit of involving in job, 0.578 units of deviation will be improved in the employees' empowerment, so there is a positive relationship.

H0: Integrity doesn't have positive effect of employees' empowerment.

H1: Integrity has positive effect of employees' empowerment.

Secondary hypothesis 2

Table 9: Correlation matrix between the structures

	Integrity	Employees' empowerment
Integrity	Pearson correlation Meaningfulness number (sig) Sample size	1 0.541** 0.000 150
Employees' empowerment	Pearson correlation Meaningfulness number (sig) Sample size	0.541** 1 150

Because the amount of P in this test is less than 0.05 so we accept that there is a meaningful relationship between the aspect

of integrity and employees' empowerment. The amount of this correlation is 0.541.

Fitness of regression model of secondary hypothesis 2

Table 10: Correlation between variables

Model	Correlation	Identification coefficient	Moderated identification coefficient	Estimated error	Watson camera
1	0.541a	0.293	0.288	0.47435	2.092

Correlation between independent and dependent variables is 0.541. Identification coefficient is 0.293 and shows that 0.293 percent of the changes of employees' empowerment are related to integrity. Because this freedom degree is not taken into

consideration so the moderated identification coefficient is used that is 0.288 in this test. With respect to the fact that the amount of Watson camera statistic is in the standard distance between 1.5 to 2.5 so the independency of the errors will be resulted.

Table 11: Variance analysis to meaningfulness of regression

Model	Result of the square	Freedom degree	Mean of the square	F	Meaningfulness level
1 Regression	13.778	1	13.778	61.233	0.000b
Remaining	33.301	148	225.		
Total	47.079	149			

According to the table above, the calculated meaningfulness level for this statistic is 0.000

and shows that the regression is meaningful at the level of 95%.

Table 12: Meaningfulness of regression coefficients

Model	Non-Standard coefficient		standard coefficient	T	Meaningfulness level
	B	error	beta		
1 constant	1.899	0.237		8.022	0.000
Integrity	0.572	0.073	0.541	7.825	0.000

With promoting an integrity unit, 0.572 units of deviation of employees' empowerment will be improved, therefore they have positive relationship.

H0: Adjustment doesn't have a positive effect on the employees' empowerment.

H1: Adjustment has a positive effect on the employees' empowerment.

Secondary hypothesis 3

Table 13: Correlation matrix among the structures

	Adjustment	Employees' empowerment
Adjustment	Pearson correlation Meaningfulness number (sig)	1 0.516** 0.000
Employees' empowerment	Sample size Pearson correlation Meaningfulness number (sig)	150 0.516** 1
	Sample size	150

Because the amount of P in this test is less than 0.05 so we accept that there is a meaningful relationship between adjustment

and the employees' empowerment. The amount t of this correlation is 0.516.

Fitness of regression model for secondary hypothesis 3

Table 14: Correlation between variables

Model	Correlation	Identification coefficient	Moderated identification coefficient	Estimated error	Watson camera
1	0.516a	0.267	0.262	0.48302	2.120

Correlation between independent and dependent variables is 0.516. Identification coefficient is 0.267 and shows that 0.267 percent of the changes in employees' empowerment are related to adjustment. Since the freedom degree in son considered

so the moderated identification coefficient is used here that is .0262 percent. Regarding the fact that the amount of statistic of Watson Camera is between the standard distances of 1.5 to 2.5, so we conclude that the errors are independent.

Table 15: Variance analysis to regression meaningfulness

Model	Result of the square	Freedom degree	Mean of the square	F	Meaningfulness level
1	Regression	1	12.549	53.788	0.000b
	Remaining	148	233.		
	Total	149			

According to the table above, the calculated meaningful level for this statistic is 0.000 and

shows meaningfulness of regression at the level of 95%.

Table 16: Meaningfulness of regression coefficients

Model	Non-Standard coefficient		standard coefficient	T	Meaningfulness level
	B	error	beta		
1	constant	1.945	0.246	7.904	0.000
	Integrity	0.532	0.073	7.334	0.000

With promoting a unit of adjustment, 0.532 units of deviation of the employees' empowerment will be improved; therefore there is a positive relationship.

H0: Mission doesn't have a positive effect on the employees' empowerment.
H1: Mission has a positive effect on the employees' empowerment.

Secondary hypothesis 4

Table 17: Correlation matrix among the structures

		Mission	Employees' empowerment
Mission	Pearson correlation	1	0.460**
	Meaningfulness number (sig)		0.000
Employees' empowerment	Sample size	150	150
	Pearson correlation	0.460**	1
	Meaningfulness number (sig)	0.000	
	Sample size	150	150

Because the amount of P in this test is less than 0.05 so we accept that there is a meaningful relationship between the aspect

of mission and employees' empowerment. The amount of this correlation is 0.46

Fitness of regression model in secondary hypothesis 4

Table 18: Correlation between variables

Model	Correlation	Identification coefficient	Moderated coefficient	identification	Estimated error	Watson camera
1	0.460a	0.211	0.206		0.50087	2.203

Correlation between independent and dependent variable is 0.46. Identification coefficient is 0.211 and shows that 0.211 percent of the changes in employees' empowerment depend on the mission. Since this degree of freedom is not considered so

the moderated identification coefficient is used for this purpose that is 0.206 percent in this test. Regarding the fact that the amount of statistic of Watson camera is in the standard distance of 1.5 to 2.5, therefore the errors are independent.

Table 19: Variance analysis to meaningfulness of regression

Model	Result of the square	Freedom degree	Mean of the square	F	Meaningfulness level
1	9.950	1	9.950	39.661	0.000b
Regression	37.129	148	251.		
Remaining					
Total	47.079	149			

Based on the table above, the calculated meaningful level for this statistic is 0.000 and

shows that regression is meaningful at 95% level.

Table 20: Meaningfulness of regression coefficients

Model		Non-Standard coefficient		T	Meaningfulness level
		B	error		
1	constant	2.559	0.190	13.480	0.000
	Integrity	0.349	0.055	6.298	0.000

With the improvement of a unit of mission, 0.349 units of deviation of employees' empowerment will be improved. So there is a positive relationship.

H0= The priorities of aspects of organizational culture are the same.

H1= The priorities of aspects of organizational culture are not the same.

Friedman Ranking Test

Table 21: Result of Friedman Test

N	150
Chi-Square	22.947
df	3
Asymp. Sig.	0.000

Because the meaningful number (0.000) is less than 0.05 so H0 is rejected and H1 is accepted.

Table 22: Freidman Ranking

	Mean of the ranks
Involvement in the job	2.42
Integrity	2.13
Adjustment	2.76
Mission	2.68

The smaller the mean of the ranks the more important that variable will be. Here the aspect of integrity has a better rank and involvement in the job; mission and adjustment are in the next places.

CONCLUSION

Testing the original hypothesis

Regarding the output of the correlation test there is a meaningful relationship between organizational culture and employees'

empowerment. Correlation between independent and dependent variable is 0.59. Identification coefficient that was obtained is 0.348 and shows that 0.348 percent of the changes in employees' empowerment is related to the organizational culture.

T test related to regression coefficients also showed that this amount for this variable is out of the range of negative 1.96 to positive 1.96 and so it can be accepted that the organizational culture has a meaningful effect on the variable of changing employees' empowerment at the level of 95% and so the hypothesis is accepted.

The first secondary hypothesis

Regarding the output of correlation test, there is a meaningful relationship between involvement in job and employee's empowerment. Correlation between independent variable and dependent variable is 0.591. The obtained identification coefficient is 0.35 and shows that 0.35 % of the changes in employees' empowerment is related to the involvement in job. With promoting a unit of job involvement, 0.578 units of deviation of employees' empowerment will be improved, therefore there is appositive relationship.

Second secondary hypothesis

Regarding the fact that the output of correlation test there is a meaningful

relationship between the aspect of integrity and employees' empowerment. Correlation between independent and dependent variables equals 0.541. the obtained identification coefficient is 0.239 and shows that .0239 % of the changes in employees' empowerment is related to integrity. it can be accepted that integrity at the certainty level of 95% has a meaningful effect on the employees' empowerment and so the hypothesis is accepted.

Third secondary hypothesis

With respect to the output of the correlation test, there is a meaningful relationship between the aspect of adjustment and employees' empowerment. Correlation between independent and dependent variables is 0.516. The obtained identification coefficient is 0.267 and it shows that .0267 % of the changes in employees' empowerment are related to the adjustment. With the promotion of one unit of adjustment, 0.532 units of deviation of employees' empowerment will be improved and so there is a positive relationship here.

Forth secondary hypothesis

Regarding the output of the test, there is a meaningful relationship between the aspect of mission and the employees' empowerment. Correlation between independent and dependent variables equals 0.46. The

obtained identification coefficient is 0.211 and shows that 0.211 % of the changes in the employees' empowerment are related to the mission.

It can be said that with promotion of one unit of each independent variable at the amount of written coefficient, the dependent variable will be improved. In other words, with improving one unit of mission, 0.349 units of deviation of employees' empowerment will be improved. Therefore, there is a meaningful relationship here.

RESEARCH SUGGESTIONS

1. Performing the daily training plan for empowering through administrative automation.
2. Informing all the employees of the company about the information related to the function of the company and helping them in order to comprehend the nature of occupation.
3. Providing resources from the organization to help the employees to do their tasks and make the feeling in them that they are important for the organization.
4. Changing the style of management from close supervision to conducting supervision.
5. Setting up a thinking room for empowering the employees.

6. Developing the fields of permanent job for the employees.
7. Giving the clear and unambiguous feedback to the employees.

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