An overview of the review and promotion of organizational culture in organizations, universities and higher education centers

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Abstract

«Organizational culture» is one of the newest words in the management literature that has been highly regarded by intelligentsia and experts in recent years.

Organizational culture of organizations, universities and higher education centers as one of the most significant basic forces plays an important role in the career progression of staff and students. Therefore, if we take full advantage of the Culture category and show a sense of responsibility for it, we can see a remarkable flexibility in the level of staff career progression and Students› academic achievement, which leads them to a level beyond the color space.

Considering that organizations, universities and higher education centers are human-centered, organizational culture will play an important role in the success of these centers. To strengthen and promote the existing organizational culture, the prevailing culture must first be examined and recognized in order to the contract in identify culturally improving points and provide the field for cultural promotion. Therefore, the purpose of this research is «a comprehensive review of the study and promotion of organizational culture in organizations, universities and higher education centers.»

In this promotional scientific research, we intend to start with the definition of culture, characteristics of culture and then enter the organizational culture, its emergence, the importance of knowing culture for organizations and then the functions, components, patterns of organizational culture,culture evaluation and the role of leader in managing cultural change and at the end, after discussion and conclusion, provide some solutions and suggestions for enhancing and promoting organizational culture in organizations, universities and higher education centers.

Keywords: Organizational Culture, Components of Organizational Culture, Culture Improvement, Culture Change

Introduction:

There are several definitions of organizational culture. Some consider organizational culture as a belief system that is common to the members of an organization; some consider it as a series of dominant common correlated values, which is transferred with symbolic concepts such as stories, myths and slogan.(1.2)

Some, such as Edgar Schein, consider culture as a model of fundamental assumptions that have been created, discovered, or nurtured by a particular group as a result of the difficulties of external adaptation and internal integrity. (3) Others believe that culture is the only unique way which the organization carries out its activities accordingly. In other words, culture is the human aspect of the organization, which is determined by the correlation of the goal. (4.5)

In general, the common denominator of all these definitions and other definitions of organizational culture is the existence of a series of common believing as true, beliefs and values among the members of an organization. Therefore, organizational culture is a system of common beliefs and values in an organization which arises and guides the behavior of the people in it. A review of the writings of management experts indicates the fact that organizational culture shapes the behavior of employees in the organization. Given that organizational culture has a significant impact on the behavior of managers and employees at all levels of the organization, they can powerfully influence a company›s ability to change its strategic orientation. (4,5)

In the new attitude towards organizations, the culture of the organization and its management has a special place. In addition to considering the organization as an entity that has a goal-oriented structure, set of tasks, information systems, and decision-making process or member groups, the culture of the organization provides different focuses for the study of organizations. Organizational culture is the latest and perhaps one of the most controversial theoretical issues of the organization. (6,7)

Every organization has its own culture and this culture according to its power can have positive and negative effects in shaping the attitudes and behaviors of members of the organization. Organizational culture is formed over time and does not disappears easily and has a great impact on the behavior of the members of that organization. Organizations have personality like individuals and the personality form of the organization is called the culture of the organization. In other words, the ratio of culture to organization is the same as the ratio of personality to individual. (8)

Universities and higher education centers, as the main and key centers of human education, as well as other organizations, have a special culture that can have significant effects on the training of capable, professional and entrepreneurial people, which this important depends on the existence of appropriate organizational culture in universities and higher education centers of the country.

These centers prepare young people for continuous change in society and the world.Universities and higher education centers are considered valuable resources for the development of societies. These centers are highly regarded worldwide for their knowledge and technology and are also an important factor in social change. These centers prepare young people for continuous change in society and the world. Therefore, not only attention and emphasis on technical and scientific competence in universities and higher education centers are considered, but also universities and higher education centers, as a cultural institution, feel a huge cultural mission. Universities and cultural and higher education centers have been able to show their impact on social, political and cultural developments in critical periods of social life of countries. (9)

Organizational culture of universities and higher education centers is one of the most important fundamental forces that can revive and empower the institution of higher education and it is appropriate through the organizational culture that competent and efficient teachers in universities and training centers highly motivated to work and carry out their duties more effectively. Nowadays, all organizations and universities, due to the external vriable environment, must change

their performance and process to adopt to changes in order to survive and thrive. Since prevailing, culture influences takes place changes in any organization and university, so before any change, organizations and universities must identify and examine their culture. (10,11)

Considering all the mentioned aspects, as well asthe necessity of identifying and understanding the culture of organizations, universities and higher education centers in the country, on the one hand and trying to introduce this key factor to those involved in the country on the other hand, the current research is supposed to explore the dimensions and determinants of organizational culture, universities and higher education centers. Considering that organizations, universities, and higher education centers are human-centered, organizational culture will play an important role in the success of these centers. To strengthen and promote the existing organizational culture, the prevailing culture must first be examined. Therefore, the purpose of this research is «a comprehensive review of the study and promotion of organizational culture in organizations, universities and higher education centers».

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Subject literature
Definition of culture

Clyde Kluchhohn considers culture to include patterns of behavior that are acquired and transmitted by symbols and in an institutional manner, and include the major achievements of human groups, it also embodies in traditional works. Beside that, some customs and thoughts and values associated with culture that can be considered as a result of human actions and behavior and in some ways as a factor to shape human behavior. (12)

Ruth Benedict considers culture as a model of thinking and acting that is seen in all the efforts of every people and distinguishes them from other peoples. (13)

Features of culture

Numerous studies of different cultures have shown that, despite the diversity and differences, all cultures have characteristics that are common to them, and these characteristics can be explored by scientific methods. Some of these features can be listed as follows:

* Culture is teachable: Culture is not an instinctive or innate characteristic and cannot be transmitted to others biologically. Culture arises from a set of habits and is a system of tendencies that is learned to reveal the reaction of human beings during life after birth(14)

* Culture is social: Cultural habits not only are learned and passed on to others during the time, but also have social roots and a number of people living in groups and communities are participating in it and,.based on this social roots, there is a kind of relative uniformity and homogeneity in it. In short, these habits should be considered as social habits(15,16)

* Culture is a mental and imaginative phenomenon: to a large extent, the group habits from which culture emerges become norms or behavioral patterns, ideals and mentals, or come into word. Therefore, it is somewhat beneficial to consider culture as a mental and symbolic thing and as an element of it as a traditional accepted idea that is accepted by members of a group or subgroups,

because a particular type of behavior (overt, verbal or implicit) is compatible with an established background.

Definition of organizational culture

Organizational culture has been described in different but almost identical terms, but there is no universally accepted definition. It can be said that all those who have studied in this field all agree that culture:

* It is a general that has more than its total members.
* Reflects the history of the organization.
* Relates to anthropological studies such as customs and inputs
* Created by a group of people who have formed an organization
* It moves slowly and hard
* It is difficult to change.

Almost all researchers refer to organizational culture as a set of values, beliefs, beliefs, assumptions, and norms common to the organization. (17)

The importance of knowing culture for organizations

Culture is important, because any action without knowing about the cultural forces that are always working, may have unforeseen and unintended consequences.

Organizational culture is a system consisting of values (what is important and what is not) and ideas (how people act and how they do not act) that interact with human resources, organizational structure and control system and as a result builds behavioral norms in the organization.(8) The culture of an organization encompasses common beliefs, attitudes, assumptions, and expectations that guide behavior in the absence of an explicit rule or instruction, and in most organizations, this is the same in most managerial positions.

Functions of organizational culture

Roger Roderick attributes four important functions to culture:

1-Cultural understanding helps to understand the organization›s past and present, which provides a model for expected behavior.

2-Culture creates a commitment to the relationship. It is organized according to values and philosophy.

3-Culture acts as a controlling factor through norms through norms.

4-Organizational culture may lead to greater effectiveness and productivity of the organization. (18)

Components of organizational culture

If we consider organizational culture as a system of common inference of members towards an organization, this system is composed of a set of main features (components) that the organization respects or values. Some of these characteristics include: individual innovation; the degree of responsibility, freedom of action and independence that individuals have within an organization. (19)

Organizational culture models or patterns

Due to the importance of identifying culture and functions and its impact on employees of the organization, various models have been designed and presented for research related to organizational culture.

In Iran, several research have been conducted to identify organizational culture. For this purpose, different models and patterns have been used which Parsons AGIL model and Daniel Dennison model can be mentiond.

•Parsons AGIL model:

One of the analytical frameworks for the content of cultural values is originated from the American sociologist Talkuit Parsoonz. Parsoonz proposed the AGIL model to explain the specific tasks that a social system must perform in order to survive and thrive. These tasks are marked with the letters AGIL.

Table1 further explains these tasks.

Table -1 Parsons AGIL model

Goal Attainment:	Adaptation:
Ability to bind the goals of the system and how to achieve them	Ability to adapt to environmental conditions
Legitimacy:	Cohesion and integration:
The right to survive and be accepted	Ability to integrate different components of a system

In order to be successfully adapted, a social system must be aware of its environment, understand how to change the environment and make the necessary adjustments, and in order to achieve its goals, it must have processes to specify the achievement of these objectives and specific strategies to achieve them. Arsons›s concepts of integrity and legitimacy may be less clear. Integrity refers to the need for any social system to hold the components of that system together. The component of a social system must evolve in dealing with each other, their dependence is perceived and organized, and as a result, the need for activities is identified.

Legitimacy refers to the need for every social system to be evaluated by law (acceptance of that system by the extra-organizational society) in the course of survival by the factors in its environment. According to this concept, that social system is referred to legitimate that the society allows the permanence and survival of that system as a part of a whole. (20)

•Another under studied pattern is the model of Professor Daniel Denison, which was proposed in 2000. In his study and pattern, he mentioned cultural features as follows:

•Work Involvement: This feature is measured by three indicators: «Empowerment, Team Orientation and capacity development».

•Consistency (stability and integrity): This feature is measured by three indicators: «Core values, Agreement and Coordination & Integration».

•Adaptability: This feature is measured by three indicators: «Creating Change, Customer Focus and Organizational learning».

•Mission: This characteristic is also measured by three indicators: «Strategic Direction and Intent, goals and objectives and vision».

Fixed-flexible spectra and internal-external coordinated concentration: As seen in Denison model, this model has two vertical and horizontal axes that divide type o focus of organizational culture. This axis leads to internal focus on the one hand and external focus on the other hand. The horizontal axis also refers to the degree of flexibility of the organization, which leads to a static culture on the one hand and a flexible culture on the other. (21)
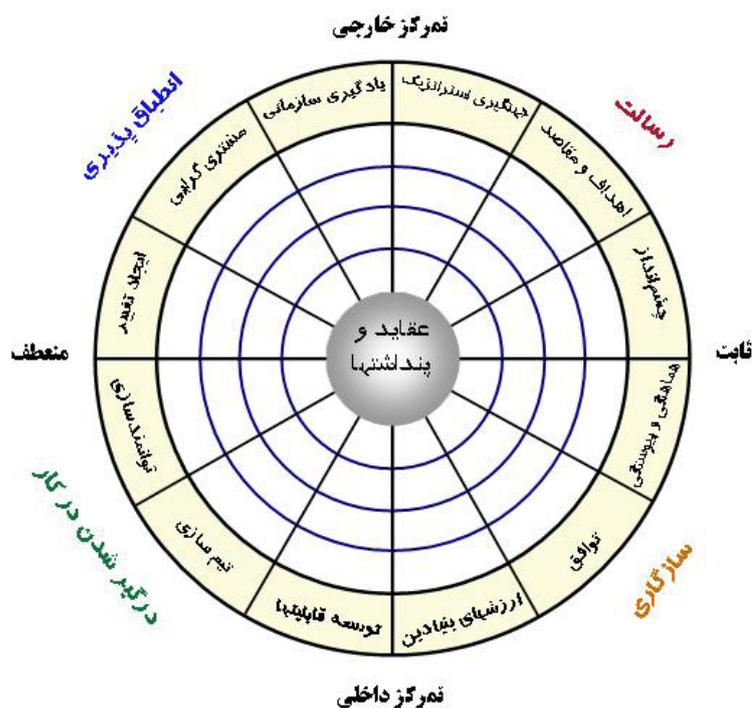
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Figure -2 Denison Organizational Culture Model (2000)

Evaluate organizational culture

In evaluating organizational culture, there should be an emphasis on performance that needs improvement. As mentioned, understanding the culture of the organization must begin with a problem that needs to be solved. After defining the problem form, reviewing the model of culture curtains (Figure 1) is the next step in measuring culture.

There should be a focus on success that needs enhancement when assessing organizational culture. As mentioned, knowing the organization›s culture must begin with an issue that needs to be solved. After identifying the type of the issue, the next step in measuring culture is to study the model of culture curtains (Figure 1). Appearances (clothing, formalities, working hours, how decisions are made, slogans, specific terms, conferences, etc.) must first be identified. Then, in relation to the second layer of culture, we must identify the values of the organization. Identifying inconsistencies between the first layer (apparent behavior,

regulations, policies, and procedures) and the second layer (values mentioned in the organization›s perspective, management policies, and statements) will enable access to the third layer of culture (common beliefs).For instance, if customer orientation is one of the values of the organization, there should be a system in the list of appearances, a system to respond to the customer or a reward for taking care of his work. Otherwise, a context has been identified that has been overshadowed by ancient cultural beliefs. Repetition of the process of analyzing cultural tissiues with different groups of the organization helps to complete the information about this cultural tissiues.

In the last step of evaluating culture, the latent beliefs that have been identified must be evaluated. The evaluation criteria is the extent to which these beliefs help (or deter) the achievement of the goals set out in the first step (problem definition). Identifying the positive and constructive aspects of culture is the best tool for managing organizational culture change. (22)

The leader›s role in managing organizational culture change

In mature organizations, culture is part of the tradition of organizational success and is reflected in the methods and organization›s structure. Change in these organizations does not mean evolving or teaching new things, but rather it means learning old beliefs and a predictable resistance to change. At this point, instead of announcing the establishment of a new culture, the desired cultural changes should be tied to existing cultural beliefs.

Usually, the main factor in entering such a process is receiving information about the severe denial of the status quo, which motivates senior management to make major changes for the survival and continued success of the organization. The slow growth and dark horizon of the organization presents leaders with two options, one is the rapid change of parts of the culture and efforts to adapt the organization to the environment, and the other is the complete rummaging of the organization and its culture in a reorganization process. (Through mergers, acquisitions, or bankruptcies declaration) The human cost of both options is significant. (23,24)

Todays universities

Learning is largely the choice of the learner, and international universities are, multicultural, and multilingual. In such illustrations of universities, computers, television, electronic and interactive media, electronic libraries, and information highways are among the main tools that enable interactive learning.

Since 1996, the World Science Network has compiled a list of 6,000 course units from more than 200 universities to use to create a global federation of universities and professors from all over the world. Development of such universities provides the possibility of lifelong learning and completing training programs for individuals.

Information systems (IS) have such an impact on future universities that current universities (ie, traditional universities) will not meet the diverse educational, research, cultural and professional needs. Of course, replacing information systems and using them does not mean the physical elimination of universities; Since some disciplines will still require physical space. Therefore, effective planning is the expansion of electrical universities from existing universities. Such planning will undoubtedly be fraught with many challenges; Challenges that will force many planners, educators and students to prefer useing traditional methods.

For countries like ours, which are still involved in the philosophical discussion of the use of information technologies in the education system, learning from the experience of countries where practical experience of using these technologies is useful in teaching, and

,in other words, learning from experiences of others provides a valuable opportunity for these countries in order to plan for the transition from current education to ICT-based education. .In the third millennium, new missions have been considered for universities.

1.The university, as a social institution, should be prepared to evaluate and rationally analyze the current state of society. 2.The university must be a pioneer in the free dissemination of ideas of democracy and the national unity of society.

3.It should help to analyze and solve the basic problems that the whole society is facing

4.The role of universities in explaining the globalization of phenomena is considered as an important fact.

5.At the threshold of the third millennium, universities will lose the exclusive role of knowledge production and creation and extracurricular systems, learning organizations, and other parallel institutions will produce and create new knowledge. It will be a crucial and key thing for universities to be prepard on how to communicate with this institutions.

6. Universities are responsible for contributing to the dissemination of written culture and community publications. The guiding role of universities in this regard is to provide executive guidance and disseminate written culture. 7.Universities, as a dynamic guiding and strategic system and organisation, are responsible for the intellectual participation of the people in the management of society. (25)

Conclusion and Recommendations

«Organizational culture» is one of the newest words in the management literature that has been highly regarded by management thinkers and experts in recent years. With the advent of information systems into organizations, especially educational organizations and universities, some elements of organizational culture are somehow strengthened and gain more resistance; but others will change or even collapse incidentally, a successful academic system must adapt to changes. Provide the necessary flexibility in its structure to be able to interact dynamically and comprehensively with these changes. Despite the fact that the main gold of our universities is education and research, and they must do their best to fulfill this task, and in this way, they should use the

information system comprehensively, but unfortunately, they have failed and fall behind in achieving and using the coordinated and integrated information system. Therefore, in order to survive in a new society, they must use information systems and information and communication technologies in a proper way and in accordance with today›s complex universities. (25)

One of the ways for organizations and universities to respond to the environmental requirements is to use organizational entrepreneurship. The economic situation of the country and the composition of the population today make us more and more in need of finding leading fields in the economic scene, and in this way appropriate solutions for training, education and optimal use of active and entrepreneurial force are felt more.

Some experts on the importance of creativity and innovation liken them to the lifeblood of the organization, which if cut off is doomed to decay and destruction. Creativity and innovation are tools for entrepreneurs through which they can take advantage of existing opportunities by Identifing and exploiting them. The key point in this category is paying attention to these capabilities in organizations. Because there is a potential for creativity and innovation in all individuals, but the realization of these capabilities requires proper planning by managers (28-36)

The importance of organizational entrepreneurship has reached a point where some experts consider it as one of the factors of production such as capital and labor. (29) Also with the rapid growth of new competitors and the creation of a sense of distrust in traditional managemet in organizations as well as the loss of the best workforce, there is a serious necessity for entrepreneurship, in organizations, and universities. (30)

Companies such as MM3 & Johnson & Johnson are known for their creative and innovative cultures. On the other hand, despite the fact that the culture of entrepreneurship is rooted in the national culture, unfortunately the issu of entreprenurship and its importance have not yet been properly reflected in the political and executive policy of the government.

Therefore, a comprehensive study of the issue of entrepreneurship and understanding the importance and recognizing the factors affecting its process and also identifying its relationship with organizational culture is not only important but also an urgent necessity.

Research suggestions

The following suggestions are provided to improve and enhance the performance of employees in organizations through organizational culture:

*Partial transfer of decision-making authority in the field of daily work activities to employees, strengthening the spirit of responsibility in employees by the managers of the organization, encouraging employees and making arrangements to encourage employees to make suggestions and motivate them to deal with Problems and finding solutions to problems will improve employee performance.

*Giving points and rewards to creative, innovative and hard-working people and commensurate with the performance of individuals, in addition to creating the right work culture in the organization, will increase employee motivation to perform assigned tasks. Therefore, it is necessary that the organization›s culture in the field of rewarding should be changed to the correct culture of receiving reward for work and effort. According to the topics of the present research, the following suggestions can be made to institutionalize organizational culture in universities and higher education centers:

*University officials should refrain from exercising any direct control and emphasis on enforcing restrective rules.

*University officials should provide the basis for creating organizational entrepreneurship by creating congruence between the personal goals of individuals and the goals of the university. This is possible through employee empowerment in the organization;

*It is proposed that university officials give full support to innovative and creative people and work to preserve them;

*Decisions need to be collective and participatory management must prevail.

*It is suggested that university officials help speed up communication at the university by installing a system for communicating with university officials on the university website, as well as informing staff about the possibility of communicating with university administrators through an automation system.
Conclusion: The organizational culture of universities and higher education centers as one of the most important basic forces plays an important role in student academic achievement. Which leads them to a level beyond the space of the same color.

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