



Design of Organizational Culture Model in Bandar Imam Petrochemical Complex

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Abstract

The purpose of this study is to design a model of organizational culture in Bandar Imam Petrochemical. This research is applied in terms of purpose and descriptive-exploratory in terms of data collection method and with the help of a questionnaire. . The statistical population of this study includes all 3622 employees of Bandar Imam Petrochemical Company. In order to conduct this research, the sample size was considered between 5 and 10 times the number of questionnaire questions (Tolmats, 2003). This number is between 425 according to the said amount. It is changeable up to 850. Taking into account the probabilities related to the unusability of a number of completed questionnaires, a total of 620 questionnaires were randomly distributed in the desired area at different hours of the day, and finally 595 questionnaires were used as a basis for statistical analysis. (Organizational Culture Questionnaire and Personnel Values Questionnaire) was used. In this study, in order to determine the validity of the questionnaires through communication with elites (management professors) and the second-order confirmatory factor analysis model, all the proposed dimensions in this section (15 dimensions) were approved. Experts were located and the research model was approved. Cronbach's alpha coefficient was used for reliability of variables and questionnaires. To analyze the research data, factor analysis and confirmation of structural equation modeling and to fit the research model, SPSS and AMOS software were used. The results show that the research model has the necessary validity and there is a positive and significant relationship between organizational culture and personnel values in Bandar Imam Petrochemical. Finally, based on the importance and purpose, suggestions are presented.

Keywords: Bandar Imam Petrochemical, Culture, Organizational Culture.

Introduction

In the last decade, the importance of organizational culture among managers and organizations has changed a lot. Not so long ago, the managers of organizations paid attention to six factors affecting

productivity; these factors were: capital, technology, workforce, raw materials, market, and management skills. In this respect, management researchers believe that there is also a more important factor that shapes, guides and strengthens these six

mentioned factors and it is "Organizational Culture" (Rahimnia & Alizadeh, 2009). However, paying attention to organizations in terms of cultures is a relatively new phenomenon that has taken place in the study of organization and management. Organizational culture is a real and very powerful phenomenon and plays a basic role in monitoring and controlling today's organizations. In the reconstruction process, an important part of the programs is allocated to transforming and training organizational culture. Organizational culture, like national culture, forms the main distinction of organizations from each other, both nationally and internationally, and creates coherence and commitment of members to the goals of the organization (Amerifard & Jahani, 2013).

The rate of technology, information and communication change has broken the link between the past, present and future of work culture and organizational culture. Nevertheless, the category of culture is still an important factor that determines management actions and affects management performance. Culture influences the structure and techniques that organizations use to influence the way of managing the thinking and behavior of employees and is one of the important categories that should be considered in applying management methods and should be recognized as a variable in management operations (Seyed Javadin, 2004). This point indicates that the culture of the organization shows the identity of an organization and is the distinction between an organization and another organization, that this identity is

specified by its characteristics and features. Organizational culture often includes four aspects: Organizational culture has been composed of sharing behavioral assumptions, values, beliefs, and norms. This division of values, beliefs, and norms is directly influenced by how to share in interactions and performing organizational duties (Chenot, 2007).

Numerous researches have been conducted in the field of organizational culture. For example, (Trice & Beyer, 2008) examined organizational culture and the importance of value alignment management for successful business. (Hofstede, 1998) have studied organizational culture and personnel values in Greek public organizations. (Šahić & Stupar, 2014) have studied employees' perception of organizational culture and personnel values based on examples from the companies of Bosnia and Herzegovina. (Tolmats, 2003) has studied the relationship between organizational culture and personnel values among Russian-speaking members of a Lithuanian organization. (Khakpour, 2011) has examined organizational attitudes, values and culture. (Hoffman Andrew, 1993) has investigated the effect of proportion between personnel values and organizational culture in the green industry. A lot of researches have also been conducted in the field of organizational culture in the country. (Yaghoubi et al., 2015) have presented the organizational culture based on Islamic values (the study of work ethic and organizational commitment and continuous improvement). (Nikokar et al., 2013) have designed an indigenous model for recognizing and measuring the



organizational culture of military and police organizations of the Islamic Republic of Iran. (Soltani, 2012) has investigated the analysis of the situation and the design of the desired model of organizational culture of one of the armed forces organizations based on religious principles and the values of the Islamic Revolution.

As it is observed, no comprehensive research has been done in the field of studying the organizational culture of Bandar Imam Petrochemical Company. Therefore, the purpose of this research is:

1. Recognizing and describing the dimensions of organizational culture in Bandar Imam Petrochemical Company.
2. Recognizing and describing the situation of organizational culture in Bandar Imam Petrochemical Company.
3. Recognizing and describing the characteristics of the organizational culture model in Bandar Imam Petrochemical Company and measuring the validity ratio of this model.
4. Assessing the validity of the research model.

Research Literature

Organizational Culture

Despite the antiquity of organizational studies, using the term organizational culture is a new topic and approximately dates back to the early twentieth century. The root of this phenomenon can be searched in the theories of anthropology, sociology and social psychology. In the 1930s and 1940s, both Elton Mayo and Chester Barnard emphasized the importance of working group norms, emotions, values, and actions

and reactions emerged in the workplace by explaining the nature and functions of the informal organization. Philip Selznick developed the analysis of the organizational environment by looking at the organization as an institution beyond mere rational organizations (Hoy & Miskel, 2008).

It was in the late 1960s that research in this field emerged from relative stagnation state and became a part of organizational and management studies. It was at this time period that American and British researchers attract the attention of world's outstanding scientists to this category. In 1969, Karl Weick published a book, "The Social Psychology of Organizational Management" that was highly influential. He pointed out that organizational models should have reasoning and purposefulness and the machine models of the organization are insufficient to explain the major complexities of organizational life (Khakpour, 2011).

The first coherent and comprehensive writings in organizational culture based on strong theoretical foundations date back to 1984 and 1985. Among the most important achievements and writings of this period the book of "Organizational Culture and Leadership" by (Kalantari, 2008), the book of "Organizational Culture and Leader" by (Schein, 2004) and the book of "Culture and Realities Associated with It", written by (Farahi Buzanjani & Sanjehi, 2009) can be mentioned (Hooman, 2008).

Experts face difficulties in providing a complete and comprehensive definition of organizational culture and culture. We have not exaggerated, if we claim that equal to the

number of thinkers in this field, definitions have been provided for organizational culture and culture. Undoubtedly, the number of definitions provided is numerous, so here a few of these definitions are mentioned:

It is a pattern of fundamental presuppositions that a specific group has created, discovered, or made in facing with problems to adapt itself to surrounding environment, and to achieve integration and coherence. Such a pattern has been validated in the movement route of this group and its usefulness and efficiency have been proven, as a result, it is transmitted to others as the correct way of perception, thinking, feeling and behavior, and thus culture is learned when human being deals with problems (Ghasemi, 2013).

Organizational culture is an interconnected context that binds the components of organization together (Quinn, 1999). Organizational cultures have a historical basis, meaning that the relationship between organizational culture and history cannot be separated, and organizational culture is not created suddenly and accidentally (Trice and Beyer, 1993).

Organizational Culture Measurement Models

In the field of organizational culture, many models have been proposed. In the following the typology of organizational culture studies is addressed to specify which model can be used in this research (Table 1).



Table 1. Typologies of Organizational Culture (Soltani, 2012; Abzari and Dalvi, 2006)

	Models	Cultures			
	Introducing Models Based on Types of Organizational Culture	Parsons	Adaptation	Achieving the Goal	Merge
Quinn		Rational	Ideological	Participatory	Hierarchical
Dale and Kennedy		Work	Conditional	Process	Mako
Sunan Field		Scientific	Club	Group	Sangari
Denison		Flexible	Mission	Participatory	Continuity
Charles Hindi		Task	Power	Personal	Network
Cook and Lafferty		Constructive	Passive	Aggressive	---
Two S Cubes		Network	Hired	Scattered	Common
Hellrigel and Slocum		Bureaucratic	Competitive	Participatory	Learner
Cameron		Club	Entrepreneurship	Market	Hierarchical
Trumpnars		Tribal	Bureaucratic	Objective Oriented	Greenhouse
Robbins and Langton		Group	Military Service	Piece by Piece	Network
Slobodnik		Open System	Closed System	Coordinated	Accidental
Soltani		Idealistic	Transcendent-oriented	Transformational	Focus-oriented
Characteristics and Factors of Organizational Culture	Models	Characteristics and Factors of Organizational Culture			
	Kurt Hofstede	Centralization / Decentralization, Patriarchy / Feminism, Individualism / Collectivism, Ambiguity Accepting/ Ambiguity Aversion			
	Peters and Waterman	Practical Bias, Customer Orientation, Autonomy and Entrepreneurship, Human Productivity, Access to Management, Expertise Orientation, Simple Form, Stability along with Instability			
	Litvin and Stringer	Standards, Responsibilities, Encouragement and Persuasion, Risk-Taking, Behavior Support, Intimacy and Warmth, Structure, Identity			
	Kurt Levine	Management Style, Motivation, Communication, Decision Making, Targeting, Interaction, Control			
	Seven S	Strategy, Structure, Systems, Style of Management, Skill, Staff, Sovereign			

		Goals
	Chatman and Jane	Innovation, Stability, Populism, Consequentialism, Emphasis on People's Satisfaction, Attention to Details, Cooperation and Team Orientation
	Robbins	Individual Creativity, Risk-Taking, Directing and Control, Integration and Unity, Management Support, Control and Supervision, Identity, Reward System, Conflictability, Communication Patterns

According to the models presented above, in this research, the following dimensions are used to design organizational culture model

in Bandar Imam Petrochemical Company, regarding their appropriateness and proximity to the research topic (Table 1):

Table 2. Dimensions of Organizational Culture

No.	Dimension	Source
1	Having a mission	(Kapetaneas et al., 2015)
2	Compatibility	(Kapetaneas et al., 2015)
3	Flexibility	(Kapetaneas et al., 2015)
4	Rationality	(Quinn, 1999)
5	Participation	(Quinn, 1999)
6	Structure	(Maruyama Jeffrey, 2010)
7	Warmth and intimacy	(Maruyama Jeffrey, 2010)
8	Conflict	(Maruyama Jeffrey, 2010)
9	Identity	(Maruyama Jeffrey, 2010)
10	Support and protect	(Maruyama Jeffrey, 2010)
11	Standards	(Maruyama Jeffrey, 2010)
12	Independence and entrepreneurship	(Peters and Waterman, 1982)
13	Human resource productivity	(Peters and Waterman, 1982)
14	Practical bias	(Peters and Waterman, 1982)
15	Customer orientation	(Peters and Waterman, 1982)

Research Method
Statistical Population and Sampling
Method

The statistical population of the research is 3,622 personnel of Bandar Imam Petrochemical Company. Considering that the structural equations approach and confirmatory factor analysis were used, the



sample size was considered between 5 and 10 equal to the number of questions in the questionnaire (73 questions) (Tolmats, 2003). This number can vary from 425 to 850 depending on the stated value. Taking into account the probabilities related to the unusability of a number of completed questionnaires, totally 620 questionnaires were randomly distributed in the desired area at various hours of the day that finally 595 questionnaires regarded as the basis for statistical analyses.

Data Collection Tool

In this research, in order to review the literature of the topic under study, the library

method has been used and in order to collect field data, a questionnaire has been used. The researcher-made questionnaire of organizational culture includes 73 items and personnel values include 85 items. In order to prepare the questionnaire, the help of theoretical foundations and existing standard questionnaires has been taken. However, the content validity of the entire questionnaire was assessed and confirmed by 5 professors, expert in this field using Delphi method. In order to further increase the validity of the questionnaire, construct validity was also used and at this stage, confirmatory factor analysis was used for each one of the dimensions separately (Table 3).

Table 3. Standard Factor Load and the T Values of Questions Related to Organizational Culture

Structure	Questionnaire Question	Standardized Factor Load	T Value	Cronbach's Alpha
Having A Mission	Question 1.	0.651	-	0.774
	Question 2.	0.794	9.498	
	Question 3.	0.490	9.589	
Compatibility	Question 4.	0.591	-	0.726
	Question 5.	0.715	10.794	
	Question 6.	0.675	11.672	
Adaptability	Question 7.	0.518	-	0.837
	Question 8.	0.636	8.511	
	Question 9.	0.667	9.014	
Collaboration and Team Orientation	Question 10.	0.585	-	0.797
	Question 11.	0.506	8.940	
	Question 12.	0.530	8.292	
	Question 13.	0.581	8.516	
Rationality	Question 14.	0.544	-	0.820
	Question 15.	0.574	9.838	
	Question 16.	0.713	10.201	
	Question 17.	0.617	11.323	
Structure	Question 18.	0.542	-	0.895
	Question 19.	0.558	9.319	
	Question 20.	0.605	9.481	

	Question	21.	0.419	9.917	
	Question	22.	0.575	8.869	
	Question	23.	0.585	9.647	
	Question	24.	0.575	9.737	
	Question	25.	0.494	9.644	
Warmth and Intimacy	Question	26.	0.534	-	0.734
	Question	27.	0.624	2.672	
	Question	28.	0.618	2.688	
	Question	29.	0.278	2.688	
	Question	30.	0.138	2.472	
Standards	Question	31.	0.430	-	0.800
	Question	32.	0.254	7.631	
	Question	33.	0.199	5.023	
	Question	34.	0.536	4.042	
	Question	35.	0.702	8.785	
	Question	36.	0.505	9.952	
Conflict	Question	37.	0.724	-	0.792
	Question	38.	0.213	7.733	
	Question	39.	0.518	3.978	
	Question	40.	0.422	7.206	
Identity	Question	41.	0.433	-	0.815
	Question	42.	0.559	6.486	
	Question	43.	0.673	7.296	
	Question	44.	0.423	7.607	
Support and Protect	Question	45.	0.409	-	0.877
	Question	46.	0.414	5.951	
	Question	47.	0.172	5.990	
	Question	48.	0.555	3.089	
	Question	49.	0.461	6.751	
Independence and Entrepreneurship	Question	50.	0.295	6.033	0.815
	Question	51.	0.342	-	
	Question	52.	0.447	7.068	
	Question	53.	0.571	8.852	
	Question	54.	0.625	10.630	
	Question	55.	0.636	11.306	
	Question	56.	0.717	11.441	
	Question	57.	0.571	12.284	
Human Resource Productivity	Question	58.	0.642	10.265	0.764
	Question	59.	0.582	-	
	Question	60.	0.722	6.158	
	Question	61.	0.765	6.411	
	Question	62.	0.536	6.457	
	Question	63.	0.535	5.035	
Managers' Bias in Action	Question	64.	0.378	7.844	0.739
	Question	65.	0.465	-	
	Question	66.	0.548	8.454	
	Question	67.	0.641	9.491	
Customer Orientation	Question	68.	0.492	-	0.854
	Question	69.	0.461	9.543	
	Question	70.	0.471	6.801	
	Question	71.	0.683	6.869	



	Question	72.	0.634	7.844	
	Question	73.	0.683	7.688	

Data Analysis

Data Analysis Method

Structural Equation Modeling (SEM) technique was used to test the model and to test the hypotheses. Maximum level of alpha error for testing hypotheses is 0.05 ($P \leq 0.05$).

Testing Research Questions

Question 1: What Is the Status of Organizational Culture Indicators in Bandar Imam Petrochemical Company?

H_0 : Organizational culture in the population under study is not in a desirable condition ($\mu \leq 3$).

H_1 : Organizational culture in the population under study is in a desirable condition ($\mu > 3$).

As it is observed in (Table 4), since the p-value of the test (0.001) is less than the significance level (0.05), the zero hypothesis is rejected and it can be said that in the population under study this variable is at the desirable level. In other words, according to the mean obtained for this variable, it can be said that the status of organizational culture in the population under study has been located at desirable level (higher than the average limit measured).

Table 4. The Status of Organizational Culture in Population under Study

Mean	Standard Deviation	Theoretical Mean=3.00	
		T Statistics	P-Value
3.76	0.42	27.97	0.001

Question 2: What Are the Indicators of Organizational Culture in Bandar Imam Petrochemical Company?

H_0 : The introduced index is not suitable for explaining organizational culture ($\mu \leq 3$).

H_1 : The introduced index is suitable for explaining organizational culture ($\mu > 3$).

In this research, designing organizational culture variables have been investigated through library studies (referring to written documents and records such as books, magazines, and so on). Concurrent with identifying the dimensions and indicators of each one of the variables, expert interview

with relevant experts (including professors and experts aware of human resource management issue) has been arranged. Expert interview has been mainly of semi-structured interviews type. In such interviews, the interviewer gets various realities from the interviewee during the interview.

Such interviews allow the interviewee to express his/her beliefs and opinions without being influenced by the interviewer's opinions. The expert interview has been conducted for two purposes. Presenting the dimensions and indicators extracted from library studies to experts and asking their

opinions about the extracted dimensions and indicators and identifying the dimensions and indicators that have not been considered in library studies.

Another purpose of the expert interview has been to better understand the variables for operational definition of them, extracting criteria, and categorizing them appropriately. Then, in order to finalize the list of dimensions and indicators, the method of surveying experts (including university professors and specialists in the field of human resource management) by the Delphi method has been used. In order to survey the experts, a special type of open and closed questionnaire has been used.

Delphi is the name of a city in Greece that had a temple called "Oracle" which has been the place of prediction based on guessing and inspirational judgments, but later this method was developed and gained scientific value by (Ghasemi, 2013). Delphi is a useful communication tool between a group of experts that makes it easy to formulate the opinions of group members. The basis and foundation of the Delphi method is that the opinion of experts in any scientific field regarding the prediction of the future is the most authoritative opinion; therefore, the validity of the Delphi method does not depend on the number of participants in the research, but on the scientific validity of the participating experts. Participants in the Delphi method include 5 to 20 people. The number of participants committee depends on how the research method is designed. In this method, a panel (group) of experts is formed in which communication between members is done by the chairman or supervisor of the panel. The internal communication of the participants is anonymous and the opinions, predictions and inclinations are not attributed to their providers. This information is published

without identifying the providers. Despite the significant differences that exist in the application of the Delphi method, Delphi research usually begins with a questionnaire designed by a small team and sent to a larger group of experts. Questionnaires are organized in such a way that this possibility is created for the audiences to express their individual reactions while inferring and understanding the proposed issue. When the questionnaires are returned, the range of answers and reasons expressed by the experts for their answers are investigated and summarized. At this stage, cases that are not related to the objectives of the research field are eliminated. After that, a summarized report is sent to the experts. Experts are allowed to change their answers based on the results, and these results will be re-evaluated by experts in the second round. In this way, over time and as the work progresses, the views of the audiences will be adapted to the proposed topic. This process continues until a consensus about the views is obtained (Nikokar et al., 2013). Considering that the Likert's spectrum has been used to measure the appropriateness of the introduced index; therefore, to confirm the dimensions, the number (3.00) which indicates the average level of the measured case has been used and the average opinions of the experts participating in the Delphi method about the effective dimensions were compared by t-test with the theoretical value of (3.00).

If the considered dimension score is higher than the theoretical value (3.00), the proposed dimension will remain in the model. The results obtained from this test have been presented in (Table 5).

All dimensions suggested in this section (15 dimensions) have been confirmed by experts ($3 < \text{mean of expert opinion}$).



Table 5. Investigating the Mean of Organizational Culture Indicators from the Experts' Point of View (N = 50)

Dimension	Mean	Standard Deviation	TStatistics	P-Value	Result
1. Having A Mission	4.23	0.6	11.12	0.001	Confirmed
2. Compatibility	3.82	0.68	6.66	0.001	Confirmed
3. Adaptability	4.13	0.62	9.97	0.001	Confirmed
4. Collaboration and Team Orientation	3.75	0.44	9.43	0.001	Confirmed
5. Rationality	3.79	0.68	6.35	0.001	Confirmed
6. Structure	3.95	0.43	12.17	0.001	Confirmed
7. Warmth and Intimacy	3.73	0.60	6.63	0.001	Confirmed
8. Standards	3.85	0.53	8.79	0.001	Confirmed
9. Conflict	3.89	0.70	7.01	0.001	Confirmed
10. Identity	3.81	0.75	5.85	0.001	Confirmed
11. Support and Protect	3.33	0.89	2.01	0.001	Confirmed
12. Independence and Entrepreneurship	3.83	0.62	7.31	0.001	Confirmed

13. Human Resource Productivity	3.62	0.85	3.99	0.001	Confirmed
14. Managers' Bias in Action	3.93	0.70	7.29	0.001	Confirmed
15. Customer Orientation	4.22	0.46	14.69	0.001	Confirmed

Question 3: What Are the Characteristics of the Organizational Culture Model in Bandar Imam Petrochemical Company?

Structural equation methods estimate the ratio and intensity of hypothetical relationships between variables in a theoretical model. These techniques show the direct effect of one variable on another variable as well as the effect of another variable located between these two variables (intervening or mediating variables). If it can be assumed that the hypothetical model is correct, it can be said that the information resulting from the model shows exactly the basic (causal) processes between variables (Maruyama Jeffrey, 2010). Structural equation modeling tests causal models with a linear equation system based on hypotheses about

the existence of causal relationships between variables. Thus, modeling tests the theoretical relationships between definite and assumed structural conditions and makes causal estimation between latent (unobserved or hidden) variables as well as relationships between measured variables (observed or apparent) possible. In general, it can be said that by examining variances and co-variances, we can test this hypothesis that "variables are related with each other through a set of linear relationships" (Hooman, 2008: 19). The structural model of the research has been presented in the following. (Figure 1) shows the research model in the standard coefficients state. In the following, we will examine the fit indices and model coefficients.

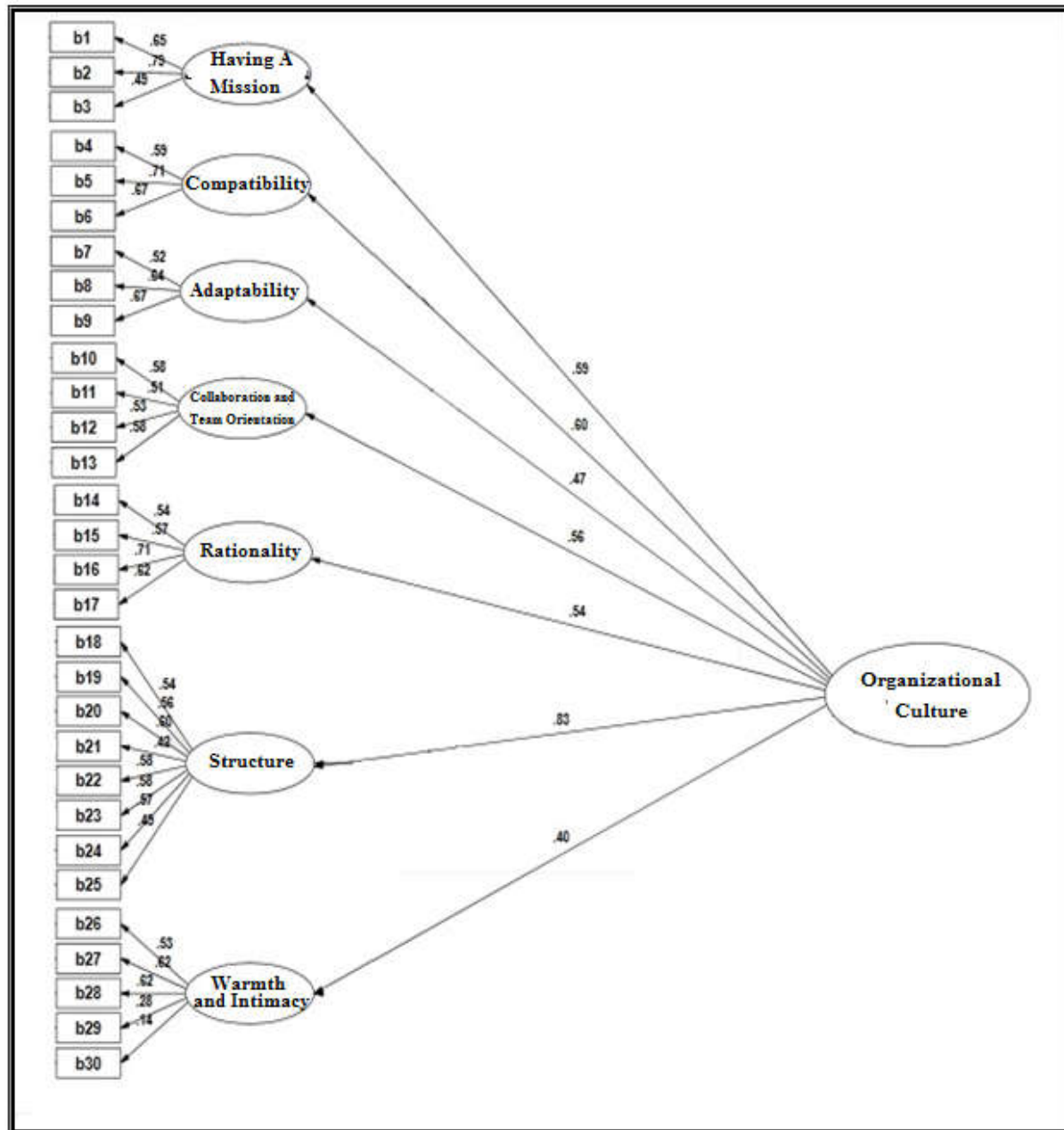


Figure 1. Results of Confirmatory Factor Analysis of Organizational Culture (Standardized Factor Load)

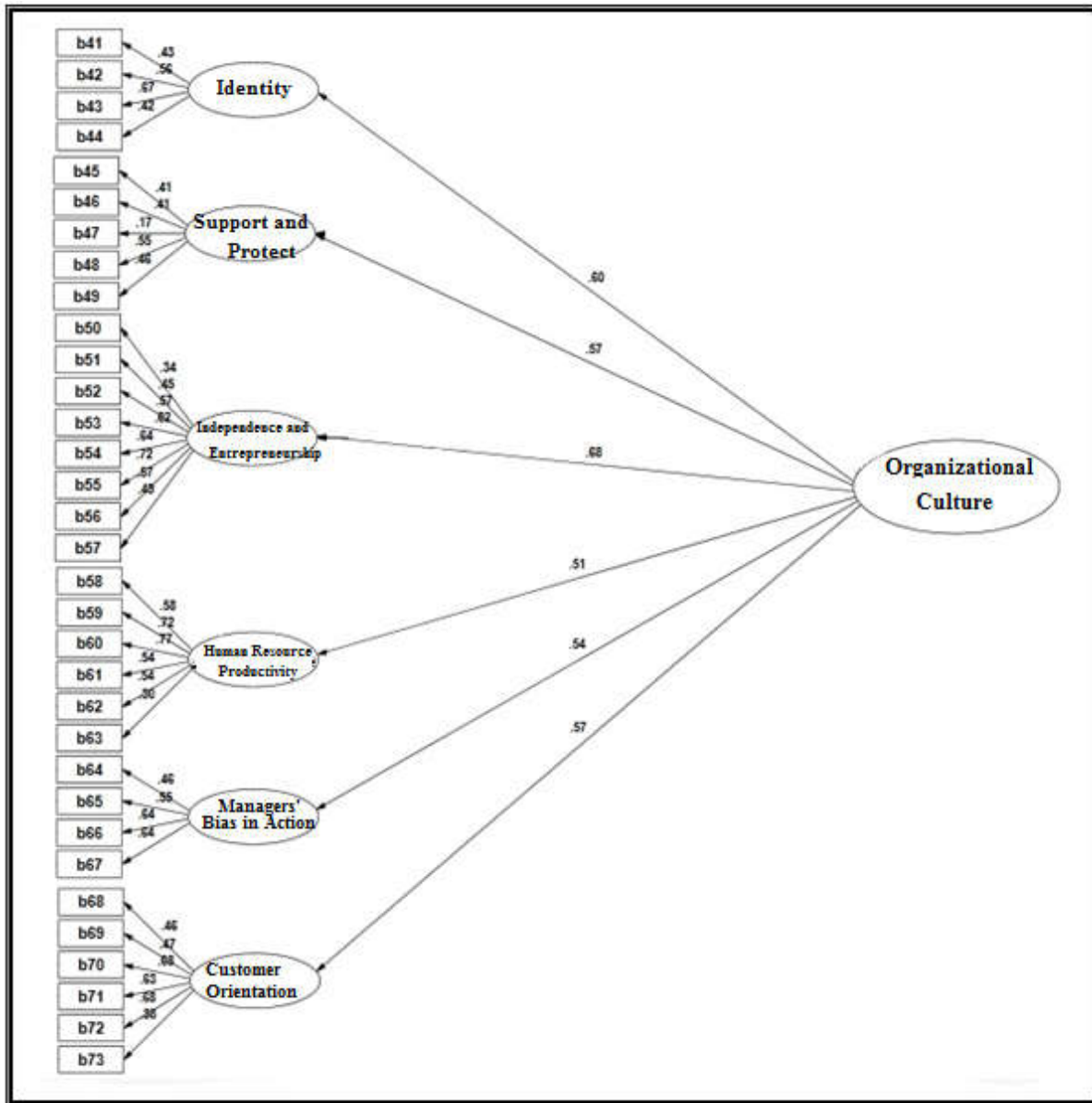


Figure 2. Results of Confirmatory Factor Analysis of Organizational Culture (Standardized Factor Load)

After estimating the model parameters, the question that arises is that to what extent the desired model is compatible with the relevant data. The answer to this question is possible only by examining the fitness of the model. Therefore, in the analysis of structural equations, the researcher must ensure the fitness of the model after

estimating the parameters and before interpreting them (Kalantari, 2008: 127). In the following some of the most important fit indicators have been reported (Figure 2). Lohlin (2004) suggests the following criteria for evaluating the RMSEA index: a) less than 0.08. means good fit, b) 0.08 to 0.10 means medium fit, c) more than 0.10 means



weak fit (Miser et al., 2012: 657). The Goodness of Fit Index (GFI), the Comparative Fit Index (CFI) and the Normed Fit Index (NFI) are generally in the range between zero and one. Coefficients that are higher than 0.90 are considered acceptable; although this, like the level of $P=0.05$ is optional (Hooman, 2008: 43). Also, if the value of the Chi-square ratio index to the degree of freedom is lower than 3, it indicates an acceptable fit of the model.

If the significance level is also obtained more than 0.05, it indicates a proper fit of the model with the data. The values higher than 0.60 for the Parsimony Goodness of Fit Index (PGFI), have also been considered acceptable (Ghasemi, 2013). Another important point that should be considered is that the fit of the model should be evaluated through various methods and criteria to examine its fitness from various dimensions (Table 6).

Table 6. Fit Indicators of the Organizational Culture Model

Index	Acceptable Limit	Reported Value
Root Mean Square Error of Approximation (RMSEA)	Equal to or lower than 0.08	0.072
Normalized Chi-Square (CMIN/DF)	Equal to or lower than 3	2.889
Goodness of Fit Index (GFI)	Equal to or higher than 0.9	0.906
Adjusted Goodness of Fit Index (AGFI)	Equal to or higher than 0.9	0.875
Comparative Fit Index (CFI)	Equal to or higher than 0.9	0.910
Normed Fit Index (NFI)	Equal to or higher than 0.9	0.901
Tucker-Lewis Index (TLI)	Equal to or higher than 0.9	0.919
Incremental Fit Index (NFI)	Equal to or higher than 0.9	0.911

Question 4: How Is the Validity Ratio of This Model?

In this section, in order to investigate and determine the effectiveness of the research proposed model, the conceptual model and the results obtained from testing the hypotheses of the present research were

provided to the experts who participated in constructing the model and they were asked to specify whether the proposed model has been effective or not, regarding the conceptual model obtained from testing the research hypotheses. The results showed that 29 (96.6%) experts have confirmed the effectiveness of the model (Table 7).

Table 7. Investigating the Validity of the Research Model

Experts' Opinion	Frequency	Frequency Percentage
Model Confirmed	29	96.6
Model Rejected	1	3.4
Total	30	100.0

Conclusion

In the current situation that the improvement of large organizational systems has been located in the center of attention, the culture of the organization has also been manifested as the origin of all capabilities of the organization. In other words, the success and failure of organizations depend to a large extent on their culture. Addressing organizational culture study is among the most important topics that in today's world has allocated a large part of the time, budget and attention of experts to itself. In a way that, the remarkable success of recent decades of organizations with minimal material facilities on the one hand and the failure of organizations with the best material capabilities on the other hand indicate the considerable role of immaterial and spiritual factors in the development of organizations. Everyone now has accepted that the remarkable success of successful organizations lies not in their physical and technological dimensions, but in the powerful intangible factors in their organizational culture, the values and beliefs of their employees. Therefore, in this research, the organizational culture in Bandar Imam Petrochemical Company was studied.

The results of research in the population under study show that organizational culture has a favorable position; all the proposed dimensions in this section (customer orientation, managers' bias to action, cooperation and team orientation,

rationality, warmth and intimacy, human resource productivity, adaptability, identity, structure, independence and entrepreneurship, standards, conflict, adaptability, support and protect, and having a mission) have been confirmed by experts and the customer orientation dimension has the highest rank among the dimensions of organizational culture in the population under study.

The present research also had some limitations for researchers that among the limitations, measurement tools can be mentioned. No tested and standard questionnaire was available to measure research variables. The tool of this research is a researcher-made questionnaire that has been used after the validity test. Also, this research has been measured only in Bandar Imam Petrochemical Company. To increase the generalizability of the research results, it is suggested that such a research be conducted in other public and private organizations. Only the results of such researches and the comparison of organizations in terms of the dimensions of organizational culture and personnel values can lead us to a more comprehensive recognition. Therefore, future researchers are suggested to try to answer the following two questions in line with the present research in other organizations: 1) investigating the research topic in similar organizations and if possible introducing more indicators for measurement, 2) identifying and prioritizing factors affecting



the organizational culture and personnel values of Bandar Imam Petrochemical Company.

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