The Relationship Between Organizational Culture and Organizational Job Creating in Housing Agency

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Abstract: This research is done on purpose of surveying the relationship between organizational culture and organizational job creating. The way of research is analytical descriptive. The used tools for gathering information include some books and magazines and Queen and Likert questionnaire. The individuals included in this research are 92 persons. Of course these people were in active employment form. And the statistics sample is according to Morgan table. By doing some solidarity tests the main hypothesis of this research was approved by 99 percent. Also there is a meaningful relationship between components of organizational culture namely rational culture and agreemental culture, hierarchical culture on organizational job creating and the more prominent role of agreemental culture in relation to hierarchical culture on organizational job creating by confidence level of 99 percent. But idealogic culture and its relationship with organizational job creating is not approved Liserel output shows that organizational culture does not have any indirect effect on organizational job creating and job factors. Namely, the effects of job factors on organizational job creating are not done through organizational culture. So, it can be said that job creating is the main goal of most of the organizations and groups and individuals. According to the findings obtained by this research one of the ways of increasing job creating in organization is elevating its culture in a way in which it leads to job creating in organization.

Key words: Organizational culture · Organizational job creating, rational culture · Hierarchical culture · Job and Individual factors.

INTRODUCTION

Considering this point that organizational behavior of all individuals is affected by the dominating culture. So it can be said that if cultural values be in their correct place not only they can be a unifying power among the official figures but also, a useful means in order to besieging organization forces to achieve general goals.

Organizational culture isn't a touchable process and it can't be identified easily. In fact, it is an ice mountain in which the top of it can be seen and most of it is invisible. But it is a real indicator of organization member's way of life [1].

In changing world of today, prosperity can be obtained by the societies and organizations that these organization can settle a meaningful relationship between the rare sources and management capabilities. In other words, nowadays, work and activity has taken a new form and it is a kind of self-employment process. Job creating

and job creators have an important role in the economic expansion process of societies. The experiences of countries like Japan and South Korea, Malaysia- India is full of prominent activities of job creators. It should be noted that not only job creators deals with creating new job opportunities but also by getting help from new movements and ideas, they pave the ground for new advancements. [2]. Job creating culture is a reflexive culture in which values are approved so these values can identify signs in the environment. This culture is a kind of culture in which some characteristics such as invention-risk taking - organizational learning- futurism- group work- honesty- funny work beside excitement will be supported. This culture is a culture in which a common goal is supporting it. in this culture organization mission is to guide the human force working under this culture.

In a world in which all the organizational structures and processes are changing, making progress and advancements and passing these facing challenges

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mostly depends on some fundamental changes in organizational culture. Cooperative agencies are not exception because establishing new cooperative agencies with a non- traditional framework needs a kind of cultural movement. Now, the cooperative agencies are going to reach to their goals in the globalization process and information technology. Suitable organizational culture is one of the important factors in identifying, expanding and maintaining of job creating organizations.

Organizational culture is a set of values, ways of thinking. Beliefs in which the members of organization have in common. The start of existence of organizational culture goes back to the establishment of the agency. All the organizations try to create an organizational culture. Suitable culture is a culture that is in complete correspondence with the main goal and mission of the agency. Broadcasting the concept of job creating, preparing the background for the culture as a supporter to job creating and training the human force especially educated persons are very important for some of the countries like Iran. Organizational culture is a set of values and norms in which, These values and norms are similar for the agency and its personnel's. One of the characteristics of a job creator organization is reflectiveness. In this culture those values and norms which can identify the signs in the environment would be regarded as a approved norm and value [1]. Also, one of the least noted scientific ways is that managers of the agency should initiate the process of creating a culture. It can be done through rewarding the good and positive behaviors and fining the negative ones. The higher managers should be sensitive about the concept of job creating in a general meaning and organizational job creating in an especial meaning. They should consider it as one of main factors of growth and survival in the competitive world of today. It should be noted that those problems facing organization in today world cannot be solved with old solution of last times. They should think about new solutions and new ideas. Agencies should be reflective in order to answer to these situations. Creating a job creating atmosphere will help to become reflective. Besides creating a culture in the organizations, In order to encourage creator people and job creators and designing new jobs in a human dominated form, we should make our organizations smaller to modify face to face communication by this way; we can pave the ground for human sources. If any change in organizational culture is definite, we should care about our manager's interest and applying new and similar management models and review of the rules and administrative style of organization [1].

New findings of scientists approve it that organization successes besides some hardwares like structure, systems needs some softwares such as personnel, skills, styles, values. Also, administrating guidelines in organizations successfully needs some cultural considerations. We should know that judgment criterion about the culture of organization is their correspondence and harmony with their missions and responsibility [3]. Yilmaz and Ergan (2008) in a research with the subject of effect of organizational culture on organizations career, concluded that associability aspect has the most score and the correspon debility aspect the least one. Also this research showed that responsibility aspect the least one. Also this research showed that responsibility aspect has the most important role in increasing the career of productive firms.

The most complete definition of organizational culture was offered by Edgard Shien. He defined it in these << words organizational culture is a pattern of basic assumptions which is expanded and invented by a specific group >>. If this pattern turns out to be useful during the time, it would be valid. In this way this pattern would form a correct way of thinking for new members [4]. organizational culture have so many kinds such as agreemental culture, idealogic culture, hierarchical culture, rational culture, Robins believes that rational culture is a culture relying on efficiency. Idealogic culture is a culture that considers creativity as the main duty of management. agreemental culture is a culture in which group work and participation programs and organizational commitment are as its main characteristics. Hierarchical culture is a culture in which by using specific behavioral patterns you can direct organization activities in order to have the most amounts of products or services [5]. Organizational job creating is a quality that make people to initiate a new activity [5] the world job creating, which is a translation of a French word meaning undertake has caused to denote a meaning of creating a job opportunity.

While, job creating has a more expanded meaning than creating a job opportunity. This incorrect denotation of this word has leaded to a situation in which most of the policies consider the aspect of more creating a job opportunity for it. While job creating has so many positive consequences such as manifestation of creativities, encouragement. to invention increasing of self-confidence- creation and expansion of technology- production of wealth in society and increasing of general welfare [6]. Loveson in a research concluded that there is a more meaningful relationship in those schools having an agreemental culture rather than those schools having a bourocratic culture. Job creating with providing new job

opportunities and improving economical conditions of society is the main background for elevating cultural level of the organization. With fulfilling primary living needs, the back ground will be provided for some other higher needs to be revealed.

If these needs be directed in a positive path, it would leads to the prosperity of human beings. From the other side, the way of formation of job creating needs some ways: the set of these ways can be regarded as a culture. In fact, job creating has a hidden culture in its body. This culture can be considered as the same culture dominating on small job creating firms. It's a common concept that is accepted by the firm members. Beside this, the expansion of job creating culture is a good background for expansion of justice in the organization. In a job creating organization all the humans have the same opportunities. In this organization, lands can't be considered as a source of making money. But also, intelligent people are working eagerly; they have a more chance of becoming successful. Human sources of a country are a noticeable source for expanding job creating. As a result, we can see economical and cultural expansion of the organization. So, considering the role of job creating in all-aspect expansion of advanced countries, other countries are going to pave the background for establishing a new wave of job creator organizations. In other words, job creating as a necessity in answer to conditions of new environment, is one of the useful ways to inhibit the growth of negative economical happenings such as unemployment. Today, with observing the uselessness of the traditional ways to eliminate financial problems, we have to define new concept and frameworks to cope with the new challenges in the competitive world. Of course, this solution directs us to applying all the capacities and abilities and creative ways relying knowledge and facilities of new technology. [7] Job creating can be divided to two kinds: 1. Individual one and 2. Organizational one. Organizational job creating is based on invention- individual job creating is going to monopolize the production market in its own hand. But organizational job creating should cope with some organizational problems. In job creator organizations the sources for administrating new ideas would be ready more easier rather than other ones. In job creator organizations, Quality is one of the most important goals. In this organization, we can observe self- selection and job creators are not waiting for orders. For example in General Motors' company, all the personnel are allowed to devote 15 percent of their time to chosen projects. In fact, they choose what to do. in this kind of organization, the doer

make decision because we have more organizational layers the process of making decision would be more slow. Organizational job creating is a process in which production or invention processes through creation of job creating culture are manifested. Organizational job creating can be supported by organization sources. Invention can be in management ways and organizational processes in a job creator organization, everybody is job creator [8] looking at the secrets and researches outside and inside of the country about organizational culture and organizational job creating prove that establishment of a job creator s ystem oriented with organizational culture, is the main reason of success of an organization. The findings of a research done by Hisrich and Peters in the United States shows that all the facilities and accommodations of the country have been used in order to learn and expand job creating culture. They have used all the governmental advantages such as tax decreasing on new established firms, bank loans. Of course, these mentioned advantages should be considered besides founding especial universities and schools for training job creator forces. [9] In another research organizational background for absorbing and growing job creators was examined. In this research 22 reasons under the topic of measuring job creator were divided in three groups including management supporting- organizational structure- rewarding and accessing to sources. Also 33 factors with the topic of organizational background for absorbing and growing of job creators are chosen which are categorized in 5 groups including structure of aims and strategies- culture of organization- management supporting. So, this research is going to examine that is there any relationship between organizational culture and organizational job creating in housing agency of north khorasan? And is there any relationship between rational culture and organizational job creating in housing agency of north khorosan? is there any relationship between idealogic culture and organizational job creating in housing agency of north khorasan? Is there any relationship between hierarchical culture and organizational job creating in housing agency of north khorasan? Which of the organizational job creating of agreemental culture and organizational job creating of hierarchical culture are more obvious in housing agency of North khorasan? Do we have any indirect effect of individual and job factors on organizational job creating?

Given the above discussion, following model (Figure 1-3) can be considered for assessment of organizational culture impact on organizational job creating and job and personal factors on the basis.
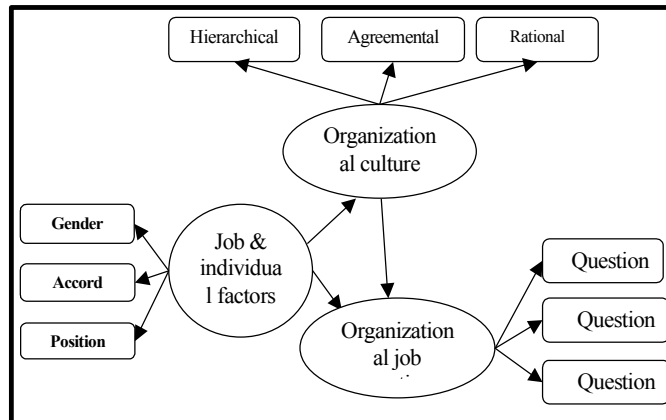
Fig. 3-1: Model fitted to the relationship of occupational – personal factors with organizational culture and organizational job creating

Way of Research

Way of Research: The way of research is descriptive analytical and attributive studies and interview is used.

Society and Sample and Way of Sampling: In this research, the society included in the research is composed of all the personnel of housing agency of North Khorasan. These individuals are about 92 persons among these persons 73 are men and 19 are women. Of course, we should mention that according to Morgan table the amount of sample are 76 persons. among these persons we have 60 men and 16 women. In order to calculate the amount of sample a random sampling way in a categorical way in relation to amount was used after specifying the amount of sample persons in each category were specified in a simple random way. Then the questionnaires were distributed among them to be answered.

Measuring Instrument: In this research for gathering information and data required to support the hypothesis for organizational culture and organizational job creating in housing agency of North khorasan some standard questionnaire were used. For the questions of organizational culture the Queen standard questionnaire were used and for job creating Likert questionnaire were used.

The scoring way was as follows,

- Option →I disagree completely → one score
- Option → I disagree → two score
- Option → I disagree to some extent → three scores.
- Option → I agree → four scores
- Option → I agree completely → five scores.

Table 1-3: Final amount questionnaires.

Criterion	Kuronbukh coefficient	Final amount
Organizational culture	0/88	Ideal
Organizational job creating	0/90	Ideal

Table 2: Pierson solidarity coefficient between organizational culture and organizational job creating

	Organizational culture and organizational job creating
Sig. (2-tailed)	.000
solidarity Coefficient	.608(**)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

According the number of four option questions each of the responders about each of the aspects of hypothesis and questions of the research and according to the number of posed questions in each aspect, the total scores of the responders were calculated.

Validity: To evaluate the validity of the questionnaire of this research, some of the questionnaires were distributed among limited number of amount of sample in two stages. Of course, the validity of the questionnaires were calculated through Krunbakh way and SPSS software. For final evaluation of the questionnaire, Krunbakh indicator was used for each of the structures defined in the questionnaire and according to a preliminary sample of 36 persons, the obtained result showed that the amount more than 0/7 of the indicator was desirable.

Reliability: For this purpose a standard questionnaire was used and experienced expert's ideas were included so through this process was approved.

Table 3: Pierson solidarity coefficient between rational culture and organizational job creating

	Rational culture and organizational job creating
Sig. (2-tailed)	.000
solidarity Coefficient	.600(**)

** Correlation is significant at the 0.01 level (2-tailed).   * Correlation is significant at the 0.05 level (2-tailed).

Table 4: Pierson solidarity coefficient between idealogic culture and organizational job creating.

	Idealogic culture and organizational job creating
Sig. (2-tailed)	.407 (a)
solidarity Coefficient	.097(**)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 5: Pierson solidarity coefficient between agreemental culture and organizational job creating.

	Agreemental culture and organizational job creating
Sig. (2-tailed)	.000
Solidarity Coefficient	.623(**)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Findings of the Research: According to Table 2 Pierson coefficient solidarity between organizational culture and organizational job creating was 608. In other words, there is a relationship between organizational culture and organizational job creating. So, considering that coefficient solidarity of the two exams was positive, the relationship is direct. So, it is expected that by increasing organizational culture, organizational job creating will be increased.

According to Table 3 Pierson coefficient solidarity between rational culture and organizational culture is equal to 600. In other words, with the confidence of 99 percent there is a relationship between rational culture and organizational job creating which is a direct relationship, so, it is expected that by increasing of rational culture, we observe organizational job creating.

According to Table 4 Pierson coefficient solidarity between idealogic culture and organizational job creating is equal to 097. In other words, considering the critical amount solidarity table the relationship between these two variables is not a meaningful relationship and this hypothesis cannot be approved. So, it is expected that by increasing idealogic culture, organizational job creating would not be increased.

According to Table 5 Pierson coefficient solidarity between agreemental culture and organizational culture is equal to (623). In other words, with the 99 percent

Table 6: Pierson solidarity coefficient between hierarchical culture and organizational job creating

	Hierarchical culture and organizational job creating
Sig. (2-tailed)	..041 (a)
Solidarity Coefficient	.237(*)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Table 7: Pierson solidarity coefficient of agreemental culture.

	Agreemental culture and organizational job creating	Hierarchical culture and organizational job creating
Sig. (2-tailed)	.000	.041
solidarity Coefficient	.623(**)	.237(*)

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

confidence there is a relationship between agreemental culture and organizational job creating which is a direct relationship,. So it is expected that by increasing agreemental culture, we can observe increasing of organizational job creating.

According to Table 6 Pierson coefficient solidarity between hierarchical culture and organizational job creating is equal to (623) in other word, with 95 percent confidence there is a relationship between hierarchical culture and organizational job creating which is a direct relationship, so, it is expected that by increasing of hierarchical culture we can observe increasing of organizational job creating.

According to Table 7 Pierson coefficient solidarity there is a relationship between job creating with agreemental culture and job creating with hierarchical job creating. So, the effect of agreemental culture is more prominent and hypothesis is approved.

For surveying the indirect effect of individual and job factors of organizational culture on organizational job creating the structural equations are used. Since solidarity is the base to survey relationships, in order to provide a total pattern of relationships between research variables, Solidarity matrix of all the variables are calculated which it shows that there are meaningful solidarities between organizational culture and organizational job creating. Solidarity of agreemental culture and rational culture ($p< 0/01$, $r= 0/61$) is more than other solidarities of components of organizational culture. Agreemental culture has the most amount of solidarity with organizational job creating ($p<0/01$, $r= 0/62$) and after that we have the solidarity of rational culture ($p<0/01$, $r=0/60$) and hierarchical culture ($p<0/01$, $r= 0/24$) there is not a meaningful relationship between solidarity of idealogic culture and organizational culture ($p\geq0/05$, $r=0/10$).
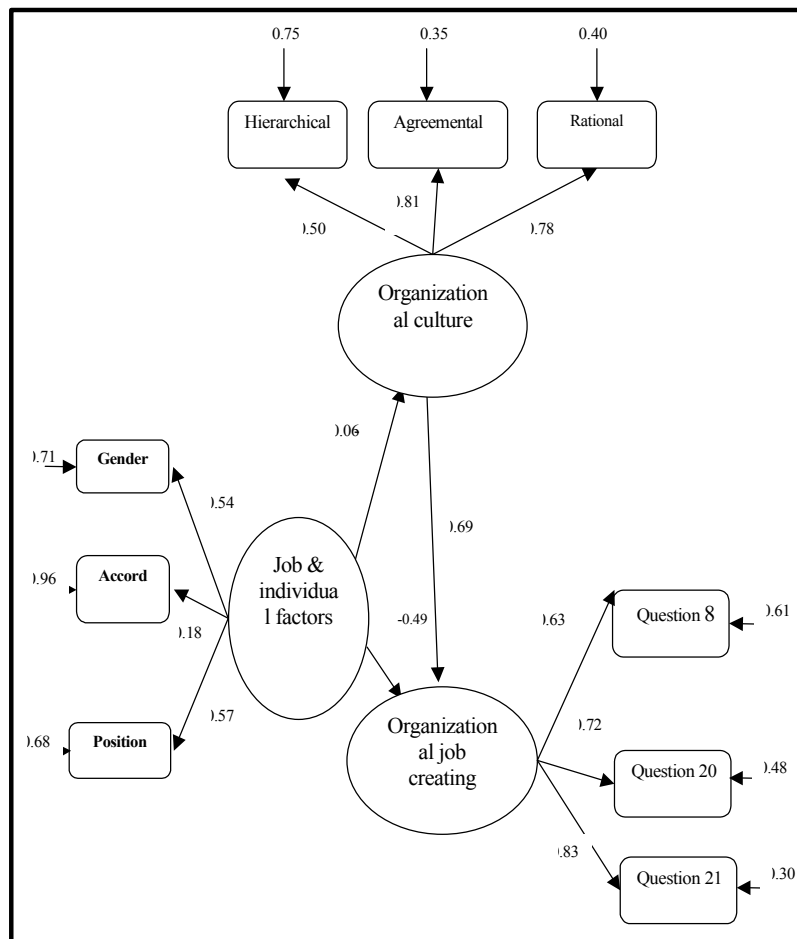
Fig. 4-1: Model fitted to the relationship of occupational – personal factors with Organizational culture and organizational job creating

After reconsidering solidarity coefficients analytical approving was done on data in order to specify the best indicators of hidden variables. In this model gender, working records and organizational position have the most effect on the individual and job factors. So, they were selected as the indicators of individual- job factors. Since organizational job creating didn't have any sub-measure its questions as sub factor were analyzed which questions numbers 8-20-21 had more factor loading. at last, the calculations of model parameters were done by (ML)[3]

Examining the calculated coefficients of the measuring model was shown in the graph on (Figure 4-1) top of the page. It shows that most of the coefficients are fairly high. The lowest coefficients for indicator is for individual and job factors ($\lambda = 0/18$) and the highest one is for organizational job creating ($\lambda =0/83$). Measuring model shows that indicators are suitable for introducing hidden structures. examining the path

coefficients shows that among the available paths between internal and external structures, direct path of individual and job factors to organizational culture has the smallest path coefficient ($\lambda = -0/06$). Coefficients of path of individual and job factors to organizational job creating ($\lambda= -0/49$) and organizational culture to organizational job creating ($\lambda=0/69$) are mentioned. The below table shows the calculation of indirect effect coefficient and total model.

The mentioned results in the table (Table 7) shows that indirect effects of individual and job factors on organizational job creating are not meaningful. According to this, sixth hypothesis based on meditative organizational culture among individual and job factors are rejected. In other words, effect of individual and job factors on organizational job creating is not through organizational culture. the mentioned results in the table shows that the offered model in this research are in an average model and level.

Table 7: Indirect and direct effects and whole of the job and individual factors with culture intelligence

	Standardized parameter of indirect effects	Standardized parameter of total effects
To organizational culture from: Individual factors	-	- 0/06
To organizational job creating from:	- 0/05	- 0/54 **
Job and individual factors organizational culture	-	0/69 **

P * ≤ 0.05 P ** ≤ 0.01

Table 8: The criteria of model suitability

AGFI	GFI	CFI	NNFI	NFI	RMSEA	SRMR	RMR	P	df	^{2}X
0.81	0.90	0.92	0.88	0.88	0.08	0.08	0.08	0.04	24	42.18

The Table 8 shows that The root of average for square access errors (RMESA) is equal to 0/08 suitability measure (CFI) is equal to 0/92 – practice measure (GFI) is equal to 0/92 and adjusted practice measure is equal to (0/81). Measure of soften suitability (NFI), Measure of unsoften suitability (NNF1), Measuring criterion of remainders average (RMR) and standardized criterion (SRMR) are equals to 0/88, 088, 0/08 - 0/08.

DISCUSSION AND CONCLUSION

Based on finding of the research, relationship between organizational culture and organizational job creating is approved. Shahrraki pour-Naderi-shirmohamadi in their research concluded that there is a meaningful relationship between three component of organizational culture and organizational job creating. But about component of organizational identity and organizational job creating, the findings Showed that from the statistics point of view, there is no meaningful relationship [10]. Farahi (1383) In a survey about the relationship between organizational culture and administrating suggestion system in governmental and personal part of Mazandaran province concluded that there is a meaningful relationship between components of organizational culture namely invention – commitment- group work- communication and administrating suggestions system [11]. Yilmaz and Ergan (2008) in a research with the topic of effect of organizational culture on organizations careers. Concluded that aspect of associability the most scores and aspect of correspondibility has the lowest scores. This research showed that responsibility aspect has the most important role in increasing productive firm's career [12].

According to finding of research the relationship between rational organizational culture and organizational job creating is approved. In this regard Qolizadeh in 1388 in a survey of relationship between organizational culture and personal career in natural sources agency of North

khorasan concluded that there is a meaningful relationship between rational organizational culture and efficiency [13].

According to finding of research, the relationship between idealogic organizational and organizational job creating is not approved. In this regard, Juyani in 1387 in a survey about relationship between organizational culture and job satisfaction of Ardabil Azad University personal concluded that between idealogic culture and job satisfaction we observe a meaningful relationship. [14]. Ahmadi in 1387 in a survey about relationship between organizational culture of schools on improving their conditions from the teachers point of view concluded that between idealogic culture and improvement in school a meaningful relationship is settle.

According to finding of research relationship between agreemental culture and organizational job creating is not approved. In this regard Qolizadeh in 1388 in a survey about relationship between organizational culture and personal career in natural sources agency of North khorasan concluded that there is a meaningful relationship between agreemental organizational culture and efficiency [13]. Yazd khasti in a survey about relationship between sort of organizational culture a level of acceptance of quality management in governmental universities concluded that there is a meaningful relationship between agreemental organizational culture and level of acceptance of quality management [15].

According to finding of research, relationship between hierarchical culture and organizational job creating is approved. In this regard Abasi and his colleagues in a research of 1389 about understanding organizational culture pattern in central library of universities concluded that a bazari and hierarchical and group and job creating organizational culture is dominated in central libraries [16] .

According to finding of research, more relationship between organizational job creating of agreemental culture rather than organizational job creating of hierarchical culture is approved.

In this regard, juyani (1387) in a survey about relationship between organizational culture and job satisfaction of Ardabil Azad university personal concluded, that there is a meaningful relationship between agreemental organizational culture and job satisfaction [14].

According to finding of research, about the meditative role of organizational culture job-individual factors and organizational job creating is rejected. In a research done by homai razavi in 1389 bout relationship between organizational culture and management styles in high training centers of bojnord, a meaningful relationship is observed [17].

There Were Some Limitations During the Process Research:

- Considering especial organizational culture going on in the studied centers it is probable that there is a oriented answering in some cases.
- Considering role of important factors in organizational job creating, there is a need to more sampling cases.

Suggestions Based on Finding of Research:

- Considering the obtained results of the main hypothesis which denotes to have a relationship between organizational culture and organizational job creating, it recommends to the managers to understand the culture of their organization and try to understand ideal organizational culture and its component.
- Also, the finding of research recommends to the managers to care about quality of relationship in their organizations.
- Considering the obtained results of the main hypothesis of research, it recommends to the managers to care about eliminating the role of organizational idealogic culture in their organizations.
- Considering the obtained finding of the main hypothesis of research it recommends all the managers to modify the role of agreemental organizational culture and its components.
- Considering the obtained finding of the main hypothesis of research it recommends that all the managers of organizations should try to change the their ideal organizational culture to the components of a hierarchical culture components.

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