Designing an Organizational Culture Pattern of the Country's Welfare Department

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Abstract

Purpose: The purpose of organizational culture is a system of common inference that members have toward one organization, and this same feature divides the two organizations into one another. Members of the organization train new members in order to solve external compatibility issues and internal consistency as the best way to solve problems, written and even written culture of their organization. Therefore, having the capacity to change and transform organizational culture, it is possible to change the actions of thoughts and feelings of a large part of the organization's members. **Methodology**: The research is applied in terms of purpose and in terms of collecting field and descriptive information that is carried out using a combination of exploratory (qualitative-quantitative) method and the reason for its exploration is to develop an appropriate model of organizational culture. The statistical population of the study consisted of 30 senior managers of the welfare organization. According to them, the dimensions of the research were identified and finally, the hypotheses and the final questionnaire were designed. A sample of 381 individuals was selected according to Morgan's table. Then, a relative cluster sampling Each area was randomly selected. Amos software was used to measure the assumptions. **Results**: The results showed that there is a reverse and significant relationship between organizational culture and organizational silence. There is also a direct and significant relationship between organizational culture and organizational commitment and organizational citizenship behavior. **Conclusion**: In the end, it should be noted that the organizational culture variable has been able to positively influence the organizational commitment and organizational citizenship behavior through the organizational silence variable.

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1. Introduction

Every organization has a life that is different from the life of its components. In these organizations, employees agree on a particular pattern of behavior that is considered as the organizational culture. Organizational culture is one of the most important factors in organizational success. Regarding the relationship between new strategies with the organizational culture, it is desirable to have a complete and accurate knowledge of organizational culture (Moshbaki, 2008).

A culture of a set of material and spiritual values that create the way of human life based on the customs, beliefs, law and art (Askariyan, 1999). Each culture can be defined through these cultural dimensions: the large, small hierarchy distance, the control of severe restlessness, reduction, individualism (Tănase, 2015; Hofstede, 1980). Each culture is divided in terms of cultural dimensions: universalism, specificity, individualism, populism, emotional, neutral, specific, dispersed, status, state of affairs, attitudes towards passing times, and human relationships with nature (Tanase, 2015).

Organizations must manage a culture in which the employees find the motivation and ability to carry out and continue their activities and can bring the sustainability and effectiveness for the organization with a sense of belonging to their organization. Today, the main source of competitive advantage in many organizations is their empowered, devoted, and committed employees (Scott, 2004). Organizational culture consists of shared beliefs between management and manpower, which consist of material and spiritual values and crystallizes in the performance of management and manpower (Askariyan, 2009). Organizational culture is effective on all aspects of the organization, and today its significance is to such an extent that management scholars view the essential task of the organization's leaders in transforming the status of cultural values appropriately. All organizational issues, including structure and behavior, are influenced by the dominant culture in the organization, especially the management culture (Zarei, 2008).

Each organization has a feature called organizational culture (Robbins, 2005). Organizational culture is a factor that, on the one hand, links the internal components of the organization and, on the other hand, separates the organization from the other organizations (Ke Wei, 2008). An organizational culture that contains values, beliefs, common meanings, behaviors, and practices in an organization (Jyotiranjan & et al, 2017; Ghosh & Srivastava, 2014). It is believed that culture affects behavior, decision making, organizational strategies, and individual and organizational performance. Employees, with the exception of motivation, usually do not show satisfaction with work, therefore they are less committed and are more likely to go to the organization. For this reason, the employees' motivation is one of the key determinants for determining employees' intent (Koesmono, 2014; Yusof & et al. 2016). Organizational culture is one of the factors that its effects ultimately return to the members' efficiency of the organization (Askarian, 2007).

2. Literature review

In an article entitled "The Impact of Organizational Culture on Organizational Citizen Behavior", Seyed Sejjadi (2016) states that the organizational culture has a positive relationship with organizational citizenship behavior. Among the organizational culture variables, group decision making culture has the most relationship with the organizational citizenship behavior and the learning and development culture are in the next category. According to the findings of the research, it is imperative that the managers of the organizations, with an emphasis on promoting organizational culture, improve the status of organizational citizenship behavior and take steps to this end. This research, in particular, helps to establish an effective relationship among the characteristics of the dominant organizational culture in an organization's citizenship behavior.

Jafarinia (2016), in an article entitled "The Relationship between Organizational Culture and Human Resource Productivity", studies this question that does the high rate of organizational culture components

used in the current research lead to high levels of manpower productivity. The statistical population of the research is the management and planning organization of Ilam province. The sample was analyzed by stratified random sampling method. The data collection method was a face-to-face questionnaire. The research method is descriptive and correlational. The results indicate that there is a significant relationship between all components of organizational culture and productivity of human resources.

In a paper titled "The Typology of the Concept of Organizational Culture", Khakpour (2011), concluded that the various definitions, theories and patterns have been presented about organizational culture. The diversity of these studies, either theoretically or methodologically, has somewhat confused this field of science. However, according to researchers, the maturity of a scientific concept is always accompanied by the development of its research methodology.

Julia et al. (2016), in an article entitled "Investigating the Relationship among the Organizational Culture, Innovation and Performance of Spanish Organizations", concluded that the innovation influences on the organizational success as a key in a long-term and today, with the focus on factors such as behavior, organizational culture, and so on, it can affect the performance of the organization. Therefore, it can be said that the accurate understanding of organizational culture is the best factor for the development of innovation and performance. Based on these results, it can be concluded that innovation is the interface between certain types of cultures and the performance of the organization. Organizational culture is one of the most important fields for change in organizations. Considering that new development programs are looking at organizational change, the purpose of these programs is to change the culture of the organization as a foundation for transformation. Given the importance of organizational culture, the definitions, theories and various patterns have been presented about organizational culture, and organizational culture has been studied and evaluated in various ways.

3. Methodology

The statistical population of this study is the high school students who are ready to take the entrance examination (entrance exam) in six areas of education in Isfahan city. Out of 13533 people, according to the Cochran formula, 374 people have been selected. At first, by random sampling, sample schools were selected from 89 high schools and then sampling was done in a stratified sampling, proportional to the gender standard, of which 58.48% were female and 41.52% were male students. They were interviewed two times before the national exam, when they were still students and interviewed after the results of the national examination. First, during the study, in the manner indicated, the samples were interviewed and then after the announcement of the results of the national exam, they were referred to, and some data related to the dependent variable (type of university, university name, rank, and field of study) were received. Cronbach's alpha method was used to assess reliability, which briefly presented in Table 2.

This research is applied in terms of the purpose, and exploratory type (qualitative and quantitative) in terms of the data. The statistical population of the quantitative section of the research is all the employees of the welfare organization, 23,112 ones (13791 females and 9321 male). Finally, a sample with 381 people has been selected according to the Kerjes and Morgan table. Sampling was done using cluster sampling and then simple random sampling method.

The data collection tool in the qualitative section of this research was referring to the literature review and based on the contents of the exploratory interviews, step by step. The interview process was in such a way as the researcher asked the questions and respondent give the answers. The interview was taken manually. Interviews were conducted in 10 rounds each time with 3 interviewees. A total of 30 interviewees were interviewed. After conducting interviews with each of the experts, the interviews were implemented and typed. The interview process proceeded to reach the theoretical saturation in the categories and research references and then stopped with the decision of the researcher. Finally, after collecting data from the

interviewing sections and references, at this stage, data foundation and coding (open, axial and selective) method were used to classify the data.

To measure the variables of the data foundation model, a researcher-made multi-criteria questionnaire has been used based on the findings of the qualitative section. This questionnaire has been approved with the help of experts by Delphi and Brainstorm Techniques. The questionnaire contains 9 dimensions, 40 components, which are presented in the following tables.

Table 1. Dimensions and Components of the Organizational Culture

The main concept	dimensions	components
Organizational Culture	Compatibility	(Acceptance of innovation, change, customer orientation and focused services, organizational learning, knowledge creation)
	Stability	(Agreement, coordination, integration, main values)
	employee satisfaction	(Job satisfaction, open communication, coherence, reward system, job stability, trust in the supervisor)
	Create an update field	(Empowerment and development of manpower capabilities, human resource participation in decision making process, work autonomy, team orientation)
	Mission	(Goals, trends, perspectives strategies)
	Creativity	(Fluidity, flexibility, innovation and expansion)
	customer appreciation	Transparency and consolidation of providing the services to citizens, accurate, comprehensive and transparent information on how to provide services to clients, set up the information and guidance unit for clients or clients, staff ethics charter, improvement and modification of methods of providing services to citizens, supervision on the good behavior of the employees of the subordinate units with the client, the training system of rewarding staff, polling citizens, creating suitable space, welfare services and organizing the work environment, preparing reports, implementing the instructions
	Attention to employees	Ensuring that employees' motivations and values are matched with the jobs they employ, making the jobs interesting, and coordinating them with employee incentives and values, setting goals in a clear way, challenging, attractive, achievability and measurability, providing material and personal resources necessary to facilitate the effectiveness and efficiency of employee activities, strengthening the performance of individuals, supporting achievement of goals and realization of processes among individuals and groups, creation of coordination and integration among all the above principles in the social system
	Organizational Structure	(Hierarchy, domain of management, administrative components, autonomy, focus, complexity, empowerment, control, professionalism, specialization)

In the qualitative section of this study, for determining the validity of the findings, in addition to the data were confirmed with studying the theoretical foundations, literature review of the research, references and interviews with the subjects, the opinions and guidelines of a group of experts were also considered and finalized before coding. Review method by member check was used in order to confirm the trustworthiness of the data about the credibility of the research. As the results of the analysis and categorization of interviewees were presented to them, which confirmed them. To determine the external validity (transferability) of the findings, the techniques of obtaining theoretical saturation, the use of special coding procedures, the analysis of symbols, and the rich description of the data were used. It emphasizes on all the points that may affect the transferability and the ability to extend the results to the other domains and fields. In this context, the comprehensive and impediment of classification and correct coding, and the in-depth analysis of the data to increase the transferability, was necessary which was done by the researcher. To determine the validity (reliability) of the findings, three methods of collecting data were used: multiple sources, negative analysis and method flexibility. The sources of the data are varied and the alignment is applied. In analyzing the negative aspects of the interview, the researcher has solved the contradictory

interpretations interpreted in the data. The interviewing program has also been re-evaluated and its content and processes revised. It should be noted that the validity and reliability in the qualitative section are obtained through the Delphi technique and Brainstorming. In the quantitative section, the validity of this tool (questionnaire) has been done through Cronbach's alpha and its validity through content validity and verification. In the quantitative phase of this research, a confirmatory content reliability has been used to examine the productivity questionnaire. The CVR test and Cronbach's alpha results are presented in the following table.

Table 2. Reliability and validity of dimensions and components of the organizational culture model

row	dimensions	Number of the questions	Reliability	validity
1	creativity and innovation	4	./86	./87
2	Create an update field	4	./83	./92
3	employee satisfaction	4	./85	./91
4	Organizational Structure	4	./79	./93
5	Attention to employees	4	./81	./96
6	mission of the organization	4	./82	./95
7	customer appreciation	4	./84	./91
8	Stability	4	./86	./87
9	Compatibility	4	./81	./90

In the mixed researches, the data collection is both quantitative and qualitative. Regarding the selective strategy of this research, which is carried out using the mixed method, the method of data collection is analyzed in order to conduct research in two qualitative sections of the model design and a quantitative section of the model test. The method of data analysis in the qualitative section of this research is using the theoretical coding method (derived from foundation data theory method). The analysis of the data obtained in this study was carried out separately. In other words, qualitative data was analyzed using open, axial and selective coding and requirements for each of these steps. In the end, we get a theory to explain the organizational culture model. After formulating the questionnaire according to the theory, Delphi method was used to determine the reliability of the questionnaire. Finally, a validated questionnaire was distributed and quantitative data was collected. To analyze the quantitative data in this study, confirmatory factor analysis was used to validate the final model.

4. Findings

Regarding the responses of investigation of the dimensions of the organizational culture of the Iranian welfare organization, it can be stated that: 1) Regarding the qualitative and quantitative studies performed in the field of organizational culture, it can be noted that the mission with a coefficient of effect of 0.95 is one of dimensions of the organizational culture. This factor is the seventh dimension and the first dimension in qualitative table 3 and in the general and modified Amos table, respectively. 2) With regard to the qualitative and quantitative investigations carried out in the field of organizational culture, it can be stated that the creation of a work field with a coefficient of effect of 0.94 is one of the dimensions of organizational culture. This factor is the eighth dimension and the second dimension in qualitative table 3 and in the general and modified Amos table, respectively.3) With regard to the qualitative and quantitative studies conducted in the field of organizational culture, it can be noted that the organizational structure with a coefficient of effect of 0.88 is one of the dimensions of organizational culture. This factor is the second dimension and the third dimension in qualitative table 3 and in the general and modified Amos table, respectively. 4)Regarding the qualitative and quantitative study in the field of organizational culture, it can be claimed that the customer's reverence with a coefficient of effect of 0.85 is one of the dimensions of organizational culture. This factor is

the first dimension and the fourth dimension in qualitative table 3 and in the general and modified Amos table, respectively.5) With regard to the qualitative and quantitative study performed in the field of organizational culture, it can be noted that paying attention to employees with a coefficient of effect of 0.82 is one of the dimensions of organizational culture. This factor is the ninth dimension and the fifth dimension in qualitative table 3 and in the general and modified Amos table, respectively. 6) Based on the qualitative and quantitative study conducted in the area of organizational culture, it can be said that stability with a coefficient of effect of 0.81 is one of the dimensions of organizational culture. This factor is the fourth dimension and the sixth dimension in qualitative table 3 and in the general and modified Amos table, respectively. 7)Regarding the qualitative and quantitative study carried out in the field of organizational culture, it can be noted that compatibility with a coefficient of effect of 0.79 is one of the dimensions of organizational culture. This factor is the sixth dimension and the seventh dimension in qualitative table 3 and in the general and modified Amos table, respectively. 8)Taking into account the qualitative and quantitative study performed in the field of organizational culture, it can be stated that creativity with a coefficient of effect of 0.79 is one of the dimensions of organizational culture. This factor is the third dimension and the eighth dimension in qualitative table 3 and in the general and modified Amos table, respectively.9) Regarding the qualitative and quantitative study accomplished in the field of organizational culture, it can be noted that satisfaction with the coefficient of effect of 0.76 is one of the dimensions of organizational culture. This factor is the fifth dimension and the ninth dimension in qualitative table 3 and in the general and modified Amos table, respectively.

Taking into account the qualitative and quantitative study carried out in the field of organizational culture, it can be noted that the status of the components of each dimension is as follows:

1. Components of mission dimension: The strategy determination component has a CVR of 0.87 and is the first component based on the qualitative table 4, in addition, this factor is the first component in the general and modified table of Amos. The perspective determination component has a CVR of 0.85 and is the second component based on the qualitative table 4, moreover, this factor is the second component in the general and modified table of Amos. The objective determination component has a CVR of 0.80 and is the third component based on the qualitative table 4, moreover, this factor is the third component in the general and modified table of Amos. The component of specialist making tendencies component has a CVR of 0.65 and is the fourth component based on the qualitative table 4, moreover, this factor is the fourth component in the general and modified table of Amos.

2. Components of the dimension of creation of the work field: The component of tendency to team has a CVR of 0.90 and is the first component based on the qualitative table 4, in addition, this factor is the first component in the general and modified table of Amos. The component of empowerment and development of human resources has a CVR of 0.84 and is the second component based on the qualitative table 4, in addition, this factor is the second component in the general and modified table of Amos.

3. Components of the dimension of the organizational structure: The component of the hierarchy has a CVR of 0.83 and is the second component based on the qualitative table 4, in addition, this factor is the first component in the general and modified table of Amos. The component of central decision-making during the decision making process by the circles has a CVR of 0.87 and is the first component based on the qualitative table 4, in addition, this factor is the second component in the general and modified table of Amos. The component of evaluation and control of functions has a CVR of 0.73 and is the fourth component based on the qualitative table 4, in addition, this factor is the third component in the general and modified table of Amos. The component of clear separation of administrative departments has a CVR of 0.83 and is the third component based on the qualitative table 4, in addition, this factor is the fourth component in the general and modified table of Amos. The component of building the specialist management domain has a CVR of 0.72 and is the fifth component based on the qualitative table 4, moreover, this factor is the fifth component in the general and modified table of Amos. The component of determination of the scope of power has a CVR

of 0.69 and is the sixth component based on the qualitative table 4, moreover, this factor is the sixth component in the general and modified table of Amos.

4. Components of the customer reverence dimension: The component of monitoring the good behavior of the employees of the subsidiary units with the clients has a CVR of 0.87 and is the first component based on the qualitative table 4, moreover, this factor is the first component in the general and modified table of Amos. The component of transparency and documentation of provision of services to citizens has a CVR of 0.85 and is the third component based on the qualitative table 4, moreover, this factor is the second component in the general and modified table of Amos. The component of creation of the appropriate space, welfare services, and organization of the work environment has a CVR of 0.84 and is the fourth component based on the qualitative table 4, moreover, this factor is the third component in the general and modified table of Amos. The component of launching the client's information and guidance unit has a CVR of 0.86 and is the second component based on the qualitative table 4, moreover, this factor is the fourth component in the general and modified table of Amos. The component of improvement of the methods of providing services to citizens has a CVR of 0.83 and is the fifth component based on the qualitative table 4, moreover, this factor is the fifth component in the general and modified table of Amos. The component of the survey of citizens on the basis of assessment of the customer's opinion has a CVR of 0.76 and is the seventh component based on the qualitative table 4, moreover, this factor is the sixth component in the general and modified table of Amos. The component of the training system of the employee reverence plan has a CVR of 0.78 and is the sixth component based on the qualitative table 4, moreover, this factor is the seventh component in the general and modified table of Amos. The component of precise and transparent information of provision of services to the clients has a CVR of 0.74 and is the ninth component based on the qualitative table 4, moreover, this factor is the eighth component in the general and modified table of Amos.

The component of service commitment to the clients has a CVR of 0.75 and is the eighth component based on the qualitative table 4, moreover, this factor is the ninth component in the general and modified table of Amos.

5. Components of dimension of attention to employees: The component to provision of the material and personal resources necessary to facilitate the effectiveness and efficiency of the staffing activities has a CVR of 0.94 and is the first component based on the qualitative table 4, in addition, this factor is the first component in the general and modified table of Amos. The component of the individuals' performance enhancement has a CVR of 0.78 and is the third component based on the qualitative table 4, in addition, this factor is the second component in the general and modified table of Amos. The component of clearly, challengingly, and attractively determination of objectives has a CVR of 0.85 and is the second component based on the qualitative table 4, in addition, this factor is the third component in the general and modified table of Amos. The component of making the jobs attractive and coordinating them with the employees' values and motives has a CVR of 0.76 and is the third component based on the qualitative table 4, in addition, this factor is the fourth component in the general and modified table of Amos. The component of assurance of the proportionality of the motivation and values of the employees with the assigned occupations has a CVR of 0.67 and is the fifth component based on the qualitative table 4, in addition, this factor is the fifth component in the general and modified table of Amos.

6. Components of the stability dimension: The component of the main values has a CVR of 0.83 and is the second component based on the qualitative table 4, in addition, this factor is the first component in the general and modified table of Amos. The agreement component has a CVR of 0.78 and is the third component based on the qualitative table 4, in addition, this factor is the second component in the general and modified table of Amos. The component of coordination has a CVR of 0.72 and is the fourth component based on the qualitative table 4, in addition, this factor is the third component in the general and modified table of Amos.

The integration component has a CVR of 0.77 and is the third component based on the qualitative table 4, in addition, this factor is the fourth component in the general and modified table of Amos.

7. Components of the compatibility dimension: The organizational learning component has a CVR of 0.73 and is the third component based on the qualitative table 4, in addition, this factor is the first component in the general and modified table of Amos. The component of the customer orientation and the centralized service has a CVR of 0.82 and is the first component based on the qualitative table 4, in addition, this factor is the second component in the general and modified table of Amos. The component of change has a CVR of 0.74 and is the third component based on the qualitative table 4, in addition, this factor is the third component in the general and modified table of Amos.

8. Components of the creativity dimension: The component of creating the context of thinking and individual genius has a CVR of 0.75 and is the second component based on the qualitative table 4, in addition, this factor is the first component in the general and modified table of Amos. The component of flexibility has a CVR of 0.91 and is the first component based on the qualitative table 4, in addition, this factor is the second component in the general and modified table of Amos. The component of initiative and expansion has a CVR of 0.75 and is the third component based on the qualitative table 4, in addition, this factor is the third component in the general and modified table of Amos.

9. Components of the satisfaction dimension: The job stability component has a CVR of 0.81 and is the second component based on the qualitative table 4, in addition, this factor is the first component in the general and modified table of Amos. The component of the reward system has a CVR of 0.74 and is the fifth component based on the qualitative table 4, in addition, this factor is the second component in the general and modified table of Amos. The component of creating coherence between management and the staff has a CVR of 0.85 and is the fifth component based on the qualitative table 4, in addition, this factor is the second component in the general and modified table of Amos. The component of establishing facilities based on open communication has a CVR of 0.76 and is the third component based on the qualitative table 4, in addition, this factor is the fourth component in the general and modified table of Amos. The job satisfaction component has a CVR of 0.75 and is the fourth component based on the qualitative table 4, in addition, this factor is the fifth component in the general and modified table of Amos. Prioritization of dimensions and components has been specified in tables 3 and 4:

Table 3. Prioritization of Dimensions

row	dimensions	Sum of scores	Mean of scores	results
1	customer appreciation	258	8.6	confirmed
2	Organizational Structure	256	8.5	confirmed
3	creativity	248	8.2	confirmed
4	Stability	240	8	confirmed
5	employee satisfaction	238	7.9	confirmed
6	Compatibility	223	7.4	confirmed
7	mission	190	6.3	confirmed
8	Create an update field	179	5.9	confirmed
9	Attention to employees	170	5.6	confirmed

Table 4. Prioritization of the Components of Each Dimension

row	dimension	component	CVR
1	employee satisfaction	Creating a solidarity between management and employees	./85
		job stability	./81
		Creation of facilities based on the free communication	./76
		Job satisfaction	./75
		reward system	./74
2	mission	Define the Strategies	./87
		Determine the perspectives	./85
		setting goals	./80
		making specialist the trends	./65
3	stability	Coordination	./90
		Core values	./83
		Merge	./77
		Agreement	./72
4	customer appreciation	Supervising the good behavior of the employees of the subsidiaries unit with the client	./87
		Set up a customer information and guidance unit	./86
		Transparency and documentation of providing the services to citizens	./85
		Creating suitable space, welfare services and organizing the work environment	./84
		Improve the methods of providing services to citizens	./83
		Staff reward training system	./78
		A survey of citizens in terms of assessing the clients' opinion	./76
		Commitment to customer service	./75
		A clear and transparent informing about how to provide services to the client	./74
5	Organizational Structure	Hierarchy	./87
		Clear separation of administrative components	./83
		Evaluation and control of operations	./83
		Making specialist in the management field	./73
		Determine the authority area	./72
			./69
6	creativity	Flexibility	./91
		Creating base for individual thinking and ingenuity	./75
		Initiative and expansion	./75
7	Attention to employees	Providing material and personal resources necessary to facilitate the effectiveness and effectiveness of employee activities	./94
		Set goals in a clear, challenging, attractive way	./85
		Enhancing the performance of individuals	./78
		Attracting jobs and aligning them with employee values and motivations	./76
		Ensuring that the motivation and values of the employees are aligned with their assigned jobs	./67
8	Create an update field	Tendency to the team	./90
		Empowerment and development of human resources	./84
9	compatibility	Customer Orientation and centralized services	./82
		Change	./74
		Organizational Learning	./73

As the researches indicated, the status of each organizational culture dimension in the welfare organization is not the same, these dimensions can be ranked; for this purpose, multi-criteria decision-making methods are used. There are various ways to achieve this goal, each with its own characteristics and circumstances. One of the methods used to rank its factors is TOPSIS; it has been used in this study. The results are as follows:

Table 5. Ranking the dimensions of organizational culture

rank	c_i	Distance with negative ideal	Distance with positive ideal	dimensions
1	0/64150	0/29513	0/16492	customer appreciation
2	0/4367	0/15876	0/20479	Organizational structure
5	0/21994	0/07642	0/27103	creativity
9	0/11337	0/04138	0/32362	stability
6	0/18043	0/06273	0/28492	Organizational Structure
8	0/14599	0/05125	0/29982	compatibility
3	0/36484	0/16631	0/28954	mission
7	0/17100	0/060001	0/29087	Create an update field
4	0/28205	0/10827	0/27561	Attention to employees
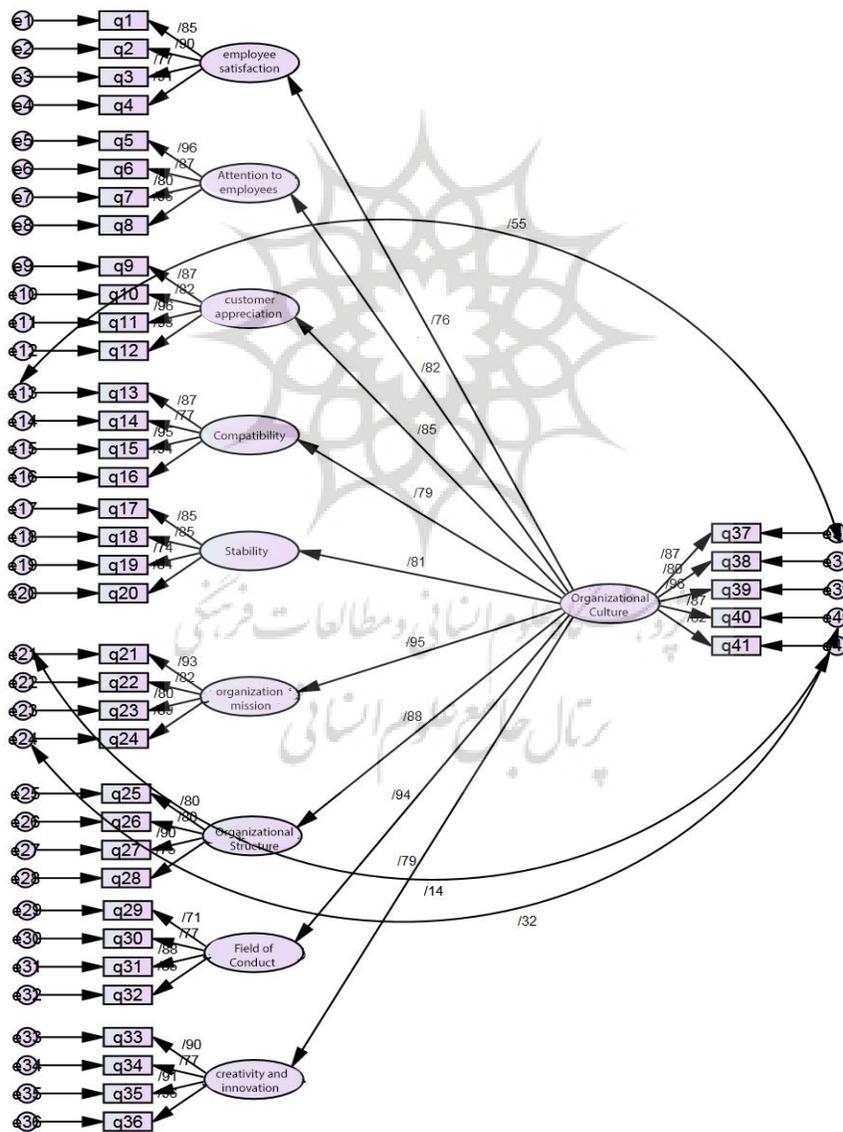
Figure 1. The Ultimate model of the Organizational Culture of the Welfare Organization (Extract from Amos)

Table 6. Fitting indices of correlation model

General model	X2/df	RMSEA	NFI	CFI	IFI	RFI	PRATIO	PNFI	PCFI
Acceptable level	<3	<0/05	>0/9	>0/9	>0/9	>0/9	>0/50	>0/50	>0/50
Calculated values	2/85	0/041	0/92	0/93	0/89	0/91	0/83	0/47	0/50

Table 7. Estimating the final model

hypotheses	Significance level	Estimation standard	result
Organizational culture has a positive and significant impact on the mission	1	0/95	confirmed
Organizational culture has a positive and significant impact on the create an update field	1	0/94	confirmed
Organizational culture has a positive and significant impact on the organizational structure	1	0/88	confirmed
Organizational culture has a positive and significant impact on the customer appreciation	1	0/85	confirmed
Organizational culture has a positive and significant impact on the attention to employees	1	0/82	confirmed
Organizational culture has a positive and significant impact on stability	1	0/81	confirmed
Organizational culture has a positive and significant impact on compatibility	1	0/79	confirmed
Organizational culture has a positive and significant impact on creativity	1	0/79	confirmed
Organizational culture has a positive and significant impact on employee satisfaction	1	0/76	confirmed

5. Discussion

The results of this study are in agreement with the theory of Professor Askarian (2009) suggested in a study entitled "Concept of Organizational Culture", which states that organizational culture is a common and relatively stable pattern of essential values and beliefs in an organization. Therefore, it can be claimed that any kind of fundamental changes in an organization can be implemented only through recognition of the culture of that organization. The findings of the present study are also in line with objective of explanation of the organizational culture to introduce it to the individuals in the organization and to create the appropriate strategies to solve the internal and external problems. Moreover, the present study is in agreement with a theory proposed in the study by Eskandarpour et al. (2013), which examined the relationship between organizational culture and social capital of the staff of the Welfare Organization of Ardebil Province, Iran. Based on this theory, culture in an organization is created with the establishment of the organization, and the organizational culture is also effective on social capital, which is the most important resource of any organization, in addition, providing better services is applicable through human resources. Furthermore, the results of the current study are in line with those presented in the study by Zahra Ebrahimi (2014). In her study, Ebrahimi examined the effect of organizational culture on the organizational commitment of employees. The present study was accomplished aiming to investigate the effect of organizational culture on employees' organizational commitment. The statistical population of the study were selected among the staff and directors of the Insurance Research Center as 110 individuals. The sample size was estimated using the Cochran formula with an error rate of 2.5% to be 103 people. In terms of data collection, this study is a non-trial and survey and the researcher used a questionnaire to collect data on the study questions. Regarding the analysis of data, first the normal distribution of variables was checked using the Kolmogorov-Smirnov (K-S) test, then the multiple regression with the stepwise regression method was used to investigate the effect of independent variables on dependent ones, in addition, the Pearson correlation test was exploited to examine the research hypotheses. In order to examine the characteristics of the organizational culture, Chiuang et al.

(2011) model was used; based on this model, the organizational culture has been divided into seven factors (targeting, coordination and integration, emphasis on performance, employee participation, innovation orientation, reward and encouragement, and team work). Based on the findings, the organizational culture has a positive and significant effect on the organizational commitment. Comparing the results of the current study with those presented in the study by Zurie and Thanaguy Mahrar (2015), the same results were obtained as follows: The purpose in this study was to investigate the relationship between organizational culture with job satisfaction and mental health among employees of the Welfare Organization in Zahedan City, Iran. The method in this study was as descriptive-correlational procedure and the statistical population consisted of all employees of the Welfare Organization (governmental, non-governmental) of Zahedan, among whom 150 people were selected by the simplified hierarchical random sampling method. In addition, standard questionnaires have been used for data collection. Furthermore, the results of this study were as follows: The findings of the study showed that there was a significant relationship in explaining the first hypothesis (between organizational culture and mental health components) and there was a significant and inverse relationship between organizational culture and anxiety and depression, however there was no significant relationship between organizational culture and social function. In explaining the second hypothesis, there was a significant relationship (the relationship between organizational culture with job satisfaction component). In the explanation of the third hypothesis, there was a significant and inverse relationship (mental health and job satisfaction component between physical function and job, direct responsibility, partner and working conditions in physical environment), and there was no significant relationship between physical performance with promotion and salary and benefits. Moreover, there was a significant and inverse relationship between anxiety with the employees, direct responsibility, partner, and the working conditions in the physical environment, and there was no significant relationship with promotion, salaries, and benefits. Furthermore, there was a significant and inverse relationship between social function with the job, direct responsibility, partner, promotion, and working conditions in the physical environment, and there was no significant relationship between social performance and salary and benefits. Finally, there was no significant relationship between depression with occupation, direct responsibility, partner, promotion, salaries and benefits, and working conditions in the physical environment. Moreover, based on the findings of the study by Ghasemi and Boostani (2016) in an article on the "Examination of the Effect of Organizational Culture on Organizational Commitment and Organizational Citizenship Behavior (OCB) Using Intermediary Variable of the Organizational Silence: A Case Study on Social Security Organization in Ahwaz, Iran" as: The objective of the study was to investigate the effect of organizational culture on organizational commitment and organizational citizenship behavior using the intermediary variable of organizational silence in Social Security Organization in Ahwaz. This study was an applied research based on the result or purpose and in terms of method, it was a descriptive research which was conducted in winter 2015. The statistical population of this study included employees of Ahwaz Social Security Organization. For determination of the sample size, the Cochran sample size formula has been used in limited society. After calculation, 98 individuals were considered as samples. In this study, two methods of library and field studies have been used to collect data. In order to collect the required data, Vakula and Boradas (2005) Organizational Closeness Inventory, Allen and Meyer Organizational Commitment Questionnaire (1990), and Organizational Citizenship Behavior Questionnaire by Oregon and Kanovsky (1996) have been exploited. Validity of the questionnaires has been confirmed based on the content and construct validity (average variance extracted (AVE)) and the reliability of the questionnaires was also confirmed by the Cronbach's alpha coefficient and the combined reliability. In this paper, Pearson correlation coefficient and SPSS software were utilized to investigate the relationship between variables. In addition, to examine the effect of variables on each other, the Structural Equation Modeling and the Smart PLS software have been used. Given the results obtained in this study, there is an inverse and significant relationship between organizational culture and organizational silence. There is also a direct and significant relationship between organizational culture and organizational commitment and

organizational citizenship behavior. Eventually, it is worth noting that the organizational culture variable has been able to positively influence organizational commitment and organizational citizenship through the organizational silence variable. The results of the present study confirm the results of this paper.

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