
| RESEARCH ARTICLE

The Role of Culture in the Organization

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| ABSTRACT

The leading aim of this article is an investigation of the role of culture in the organization. Organizational culture represents values, beliefs, hypotheses, fables, norms, and goals, which are admitted in the organization vastly. The organizational culture is the means which facilitates our behavior and actions with organizational tasks. The findings of this study reveal that one of the most influential factors in an organization's situation is organizational culture. In the current complicated and revolutionary world, the durability of organizations is related to various factors; one of the most important factors is having a fortified organizational culture. The organizational culture is the subordinate outcome of social culture that, by its turn, impacts on values, moralities, attitudes, assumptions, and expectations of any individuals and can be exposed in their behaviors. The organizational culture has become more significant and remarkable because of its high and noticeable effects in organizations. Realizing the organizational culture is one of the causes that impact the real actions of people and their perceptions regarding that. The organizational culture represents the mode of our interpretation of our surrounding incidents. The research method of this study is library-based, and the information and points were collected from books and journals.

| KEYWORDS

Culture, Organizational Culture, Management, Organization, and Behavior

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1. Introduction

The importance and necessity of this research were that the organizational culture has a vital and main role in the development of organizations and society. Although the organizational culture is not understood easily, it is regarded as one of the most influential and fundamental components of the organization. In early 1980, the organizational culture was the core of studies in terms of organizational behavior, and it was considered extremely than other organizational matters. According to experts, the organization's success is related to recognizing key values, beliefs, and understandings, which are jointly seen in members of the organization. Organizational culture is an issue which is recently discussable in management knowledge and organizational behavior. According to the new perspectives and studies in management, the organizational culture significance is increasing, and it is one of the core discussable topics of management. The organizational culture is recognized as one of the most influential factors of organizations' enhancement. The organizational culture means beliefs, norms, and dominant habits in the organization that is made in the unconscious minds of the organizations' staff, and it impacts on organization's behavior.

1.1 Definition of Organizational Culture

Many of the experts agree that the meaning of the organizational culture is a system that is commonly elicited by the members of the organization, and this characteristic can differentiate two organizations from each other. One system that its members are common elicitation from it is formed of the main collective features that the organization grants value to them (Rabinar, 2017, p. 372).

The organizational culture is meant the factors and elements as follows that generally create a special atmosphere in the organization.

1. Manners and principles which are not often written and they are transferred from staff's generation to other generation.
2. Words, allusions, hints, and generally a special language that is understandable only to the organization's members.
3. Taking positions, perceptions, and special public ideas.
4. Etiquettes and special principles that vastly impact the behavior of the organization's members and social relations.
5. Existence of special traditions that are observing them is considered good behavior, and carelessness about them is regarded as wrong behavior (Saadat, 2015, p. 158).

The organizational culture is a set of assumptions, common values, and accepted norms among the members of employees that direct their behavior. The organizational culture is the common fundamental presumptions of people concerning values, beliefs, norms, reproaches, language, tradition or religion, fables, and all meaningful and acceptable elements that manage the behavior of staff. A set of beliefs with common durability that are exchanged via symbolic mediators and get meaning from the tasks of human beings is called organizational culture. A collection of prevailing values and logical relations that are exchanged with symbolic issues like stories, fables, anecdotes, and brief words is organizational culture (Qasemi, 2012, p 562).

The organizational culture is beliefs, norms, and prevailing habits in an organization that is formed in the unconscious minds of the organization's staff and impacts the organization's tasks. The norms and work habits in an organization that the biggest part of it is originated from the public's culture sometimes is constructive and sometimes inhibitor and even destructive (Ahmadi, 2010, p. 252). Culture is a set of values, norms, beliefs, and views that are common among the members of the organization, and it creates a kind of mode of thinking and action in them (Tahmasabi, 2015, p. 121). The organizational culture is a collection of values, beliefs, insight, and elicitation and ways of thinking that the members of the organization have a common point in them, and it is the issue that is taught to new members of the organization. The organizational culture is a pattern of fundamental assumptions that are invented and expanded by a certain group in a way that teaches adaption to the external environment and internal solidarity to them. The organizational culture is presumptions, and main believes which are common among the members of the organization. The organizational culture is the sample of principal assumptions that as the right way of insight, thought and feelings is taught to the new members of the organization. The organizational culture is the values, believes, assumptions, fables, norms, and aims that are generally accepted in the organization (Qasemi, 2012, p. 563).

The organizational culture is like a joint bed that joins the organization's parts. The organizational culture is named as the collective planning of mind that distinguishes one organization's staff from other organizations. Generally, the organizational culture is a conception that individuals have from their organization, and it is something that is neither in the organization nor in the individual. The special features that are in one organization represent the common traits that distinguish the organizations from each other (Sargazi, p. 136).

Recent researches depict that seven important and fundamental characteristics form the essence and nature of the organizational culture:

1. Creativity and risk-taking: to the extent that each one of the staff is encouraged for creativity and risk-taking.
2. Attention to details: to the extent that each one of the staff is expected to be careful, and fulfill analysis and pay attention to details.
3. Outcome-based: to the extent that management emphasizes outcomes and results rather than processes and methods.
4. Individual-based: to the extent that the management's decisions making put output and consequences effects on aimed individuals.
5. Team-based: to the extent that work activities are managed instead of the team's members.
6. Courage and Venture: the competition and venture's rate of individuals in comparison with their indifference.
7. Stability: to the extent that the organizational activities' emphasis is more on maintaining the existed situation and not development (Rabinz, 2013, p. 370).

Some of the experts believe that the ten following features together form the principle of organizational culture.

1. Individual innovation: to the extent of responsibility, freedom, and independence that individuals have.
2. Risk-taking: to the extent that the staff of an organization is encouraged to risk-taking, creativity, and temerity.
3. Guidance and supervision: the extent that the organization's management makes obvious aims and expects excellent practice.
4. Solidarity: to the extent that managers of each organization's units are persuaded for coordinated actions with other units.
5. Managerial support: the good relationship's extent of the organizational managers with staff that help and support them.
6. Control: some rules and principles and direct supervision extent that managers apply to people's behavior.
7. Identity: to the extent that the organization's members determine their identity with the organization based on it against a specific working group or professional field of expertise.

8. Encouragement system: degree of reward like salary raise or promotion based on staffs' performance indicators that it is based on more work experience, endearment and etc.

9. Tolerance of work style's difference: to the extent that the staff is encouraged for expressing their constructive critics and disagreements.

10 Communication patterns: to the extent that restricts the organizational relation to official hierarchy authorities.

Each of these characteristics can be rated on a continuum from low to high. Doing the evaluation of the organization based on the ten above stated features, the image of that organization's culture can be created. This image becomes a base for feelings and common understandings of staff to the organization and the way of doing the tasks and their expected behavior (Rezahian, 2006, pp. 290-291). The outcomes of studies that have been conducted to the extent of staff's commitment and determining values and their main believes in some successful organizations stated ten features of the organizational culture considering their importance rate as below:

Performance, honesty, competition, teamwork tendency, creativity, management support, individual success, loyalty, and historical background of the organization.

If the organizational culture is considered from the perspective of these ten features, a complete image of it will be made. This image becomes fundamental that reflects work behavior, staff, and boss, encouragement to the gathering following slogans and communication signs (everything, performance, and incidents that are used for conveying meaning). All of the mentioned features represent the expectation of the organization from the staff and also the mutual expectation of them from the organization (Kawyani, 2011, p. 35)

2. Organization

The organization is a particular combined measurement of individuals for gaining specific goals that contain specifications, specific goals, specific formation, and certain employees (Stanekzai, 2012, p. 20). An organization is a set of roles, values, hierarchies, and authorities that are made based on organizations and social institutes. The organization is the flow of action, coordination, and arrangement of affairs that an individual or group must perform based on their mental and creative power. The organization is a collection of human beings' actions that contain one single center of coordination. The organization is the human community with various beliefs and ideologies that all agree for reaching particular goals cooperatively to utilize technology facilities, material resources, and human power so that every one of the participated members or teams get benefits for their performances(2016, p. 78). The organization is the logical coordination of some individuals that work on their parts with organized and logical ways continually for reaching a common aim (2014, p. 8). In other words, organization is a logical system of a group of people that perform their tasks cooperatively to reach their determined common goal.

Common features of organizations are consist of: Goals, Structure, and People (Rezai, 2004). Organizations are institutions that have goals and staff that collectively help each other, and besides having an influence on the environment, they can transform it (Tamasabi, 2015, p. 14). Considering whatever was stated regarding the organization, it can be expressed that any kind of organization, whether small or big, can go under the meaning of the following definition.

The organization is a collection of human groups with different abilities and characteristics that work cooperatively for reaching predetermined goals using available tools with special work performance methods under the supervision of one or some managers observing particular rules and norms (Sarmad, 2016, p. 79).

The elements of the organization's common features are as follows:

1. Organizations have goals. It means they are established for reaching determined goals.
2. Organizations are formed of a combination of individuals that work collectively.
3. The activities of organizations have time durability.
4. Organizations perform their tasks through the diagnosis of duties, according to their program, by using knowledge and skills.
5. Organizations are united institutions with organized activities that manage and do their duties logically.

The basic specification of the organization is its activities' extent and human relations that the organization's purpose is got through. This pattern has two formal and informal forms. The formal form of the organization introduces the relations' pattern that is already made to arrange the behavior of staff for doing their tasks. The informal form of the organization indicates the relation's pattern that is made of creating formal relations among employees. Formal and informal forms can be found in any organization and together establish the organization (2015, p. 6).

3. Culture and Structure

Culture and organizational structure can impact the potential performance of a team. The culture of some of the organizations has a tendency to complete individualism. It means it emphasizes on performance, enhancement, and rewards of the individual. This emphasis can have a negative effect on team's work and make the effective work groups formation hard. On the other hand, a team can improve in a culture when it gives more value to teamwork and employees' activities inclusion in group's work. Structure influences on group's performances as well. Any kind of group makes their internal structure besides doing their daily tasks. This structure can be very severe and inflexible in some teams. In many teams, the structure can be very flexible. Different structures are neither good nor bad naturally. However, the environmental conditions dictate the form of the structure that the team can work better with them. If the group's structure does not meet with the universal organization's structure, it damages the team's performance. If the organization's structure is inflexible, it does not allow the team that has a flexible structure to do its function. Also, the team that has an inflexible structure will be encountered challenges in the organization that has flexible structure (Rezahan, 2016, p. 236).

4. Organization's Culture

An organization's culture is one of the influential internal factors of the organization in the duties of human resources management. The organization's culture is the main presumptions and common values within an organization that is widely spread at the organization's level and results in certain behavioral patterns. The organization's culture impacts the whole aspects of the organization, management's duties, and the way of direction of tasks and training of staff. The extent of importance that a manager gives to his or her staff is related to the organization's cultural values. For instance, human has been a means for exploiting the economy to the highest extent based on the beliefs and values of western countries. Based on this, the non-profit human aspects need to be controlled for exploitation. However, in Islamic culture, the role and responsibility of a manager generally change regarding his or her staff. In this culture, the manager has a great responsibility and educational role for staff having the needed mental and action maturity and calmness. Obviously, the growth and promotion of humans are one of the greatest duties of organizations and managers (Zarei Matin, 2014, p. 46). Necessarily, there are two modes to consider the meaning of culture. A. As an analytical means or, B. As a variable for management (Poor Sadeq, 2008, p. 113). In autocratic and inflexible cultures, employees have a sense of responsibility, confidence, and assurance to tasks and the organization. There can be hidden work across the organization, and the staff is not encouraged for creativity and problem-solving practices. In open and participatory cultures that the decisions are taken by the low-level staff, there is a high degree of confidence and assurance among employees, the relationships are sincere, and the staff is loyal and honest to the organization and managers (2014, p. 47).

5. The Way of Emerging a Culture

Habits, mores, traditions, and the way that an organization performs its tasks it is highly related to past and successful experiences that the organization has had in the field. The founders of an organization in the part of forming a primary culture, play a main and vital role. They have clear perspectives or mission regarding the organization that they want to establish and also what to be done by the organization. Habits, mores, and past intentions do not make any restrictions. Usually, every organization is initially made as one small unit, and its founders can impose their views on the members of the organization. Because these founders are the main experts and view expressers, they have a special bias for putting their views in action. The organizational culture is the mutual outcome or interaction that (1. between acceptable prejudices and principles of founders, and (2. whatever the organization's members learn at the beginning of the appointment and also will learn later is created (2017, p. 379).

6. Culture is a Descriptive Word

The organizational culture is the way that the members of the organization think regarding its features, not whether they love them or not. It means it is a descriptive word that is really an important issue because it is different from the occupation's consent. In the studies which have been carried out about the organizational culture, the researchers have tried to find out in what angles the staff look towards the organization. Are the intended aims and actions clear? Does the organization give value to creativity and proportional reward? And does it repress the opposition phenomenon? Conversely, while the occupation's consent is measured, it is attempted to measure the reaction of the individual to organization's environment, and it is related to a kind of feelings that individuals have toward the organization's expectations, the ways of paying salary, the ways of access to opposition phenomenon and etc. Although these two phenomena have common points, it needs to be in mind that the organizational culture is a descriptive word while regarding the occupation's satisfaction, the issue of evaluation is considerable (Rabinz, 2017, p. 373).

7. Cultural Characteristics

Ten Characteristics are presented for making the point clear as follows:

1. **Culture is a regular and general collection that is organized:** culture is a regular collection of knowledge, beliefs, arts, moralities, rules, habits, manners, and a lot of other things that humans get as one member of an organization. When we say

a regular collection, it means that there is a direct or indirect relation between parts of culture, and each part plays a role in the durability of a whole.

2. Culture makes the individuals able to predict one another's behavior: one of the features of culture is that it makes the people able to anticipate. It means that every person can predict the reactions of others based on their behavior and speech. Actually, the organizing behaviors and reactions of each person are based on anticipation.

3. Culture is learned: The culture of every organization is the collection of behavioral and acquisitive features of that organization's individuals. The determinant word in this definition is the acquisitive word that distinguishes culture from behavior that is the outcome of biology. When culture is learned in the organization, it continues and becomes permanent. Actually, until the culture's change factors are not drastic and powerful, the members of the organization stand against the culture's transformation.

4. Culture is the tool for controlling people: since people learn the behavioral ways and the organization's cultural patterns via training, therefore, culture is the tool that levels out their behaviors, tendencies, and actions, and through the punishment which is performed causes controlling and order in the organization.

5. Culture is a dynamic, transferrable, and permanent phenomenon: culture is a dynamic process that is transferred from generation to generation via training. Culture creates the behavioral frames in the minds of individuals through conveying experiences and patterns, and when these frames are created, the effects of experiences become profound and permanent.

6. Culture is satisfactory: every part of the culture which is durable in the organization creates satisfaction, and each person that acts in the organization based on the accepted values and norms is satisfactory for him or her and creates pleasure.

7. Culture creates unity: culture causes all individuals who live in one region to behave equally. For this reason, `culture causes unity.

8. Culture is a social affair: culture is not created in the gap, but it is created among a collection of people. There must be a group of individuals that create a culture and boost it.

9. Culture is a mental and imaginative matter: there are many cultural thoughts that are not applicable and exist in the minds and imaginations of people.

10. Culture creates compatibility: culture has the feature of practicality. If the culture is somewhere, it tries to adjust and agreeable the environment with itself, and it is flexible (2012, pp. 563-565).

8. The Differences of Strong Cultures against Weak Cultures

It has become usual to differentiate between strong and weak cultures. The dissuadable point is that strong cultures impact on individuals' behavior a lot and causes that the appointment of staff gets decrease severely. The main values of the organization, which are vastly regarded by all, will introduce the strong culture of the organization. Whatever the organization's members accept the chief values more and have more commitment to them, the mentioned organization will have a more strong culture. Based on this definition, it can be claimed that the existence of a drastic culture can severely influence the behavior of the organization's members. Strong culture causes members of the organization to agree completely regarding the location. Such complete agreement creates solidarity, honesty, and more commitment creation to the organization. These phenomena cause individuals to show less tendency towards leaving the organization (2006, p. 1065).

9. How Do Staff Learn Culture?

Culture is conveyed to staff in various forms like stories, manners, and mores, material symbols, and language (Rabinz, 2013, p. 381)

10. Effective Factors in the Organization's Culture

With regard to the extent of the related issues belonging to a culture, there are many factors that each one can impact on the culture of society because of an organization. These main factors are consist of the climate situation, geographic location, and sect, regime of the community (in low and high levels). Each one of the above-mentioned factors is effective in the creation and boosting of cultural development. Also, the historical factor in each one of the above-mentioned factors in the creation and boosting or cultural enhancement is influential, and historical factors are remarkable in each one of the aforementioned causes. However, what distinguishes the public organizations from other organizations is that the leaders of these organizations with pressures such as complex administrative rules, political interferences, and reforms which are occurred because of periodical elections face too short occupation's location management and incompatible goals. In such situations, the leaders of organizations have less authority to influence the organizational culture. The reason is that the above-stated factors automatically impact the

organization's culture. Another factor that has an effect on the organization's culture is the culture of society. It should be kept in mind that organizational culture has a delicate mutual relation with the culture of society. Each organization creates its own special culture that is different from the culture of other organizations. The organization's culture is a set of meanings and knowledge which is formed within the organization. However, culture is always affected by the vast culture of society and social and historical processes. The culture of the society impacts the culture of the organizations, and the organizational cultures have their own effects on the cultural movement process of society (Kaoyani, 2011; Orfan, 2021).

11. The manner of organizational formation and continuation

Each organization is usually established as a small unit for the first time. When the organization begins its activities, culture is rapidly formed in it, considering various factors. Formation of culture is related to the reasons of the organization's making and its status in the society and also its success' factors such as efficiency, good quality of the commodity, the quality of services offered to boss or customers, innovation, high effort and loyalty to the organization. When the organization is established, employees try a lot to lead the organization towards success. In fact, it is the culture that paves the way for staff to make an effort for the future success of the organization. When the reward's systems, policies, and dominant rules for work are prepared; consequently, all of these factors profoundly influence initial culture formation. These factors on behalf of a formal organization determine the type of behaviors that will be essential for the success of the organization. The founders and senior managers play the main role in this formation. Belief principles, values, goals, and behavior of the organization's founders determine the type of present and future expectations of the organization. These beliefs and behaviors are conveyed to the staff by other managers of the organization. The staff always observe the behavior of managers and keep in their minds every important event that is due to managers' actions. Justice, hurry, love, and other features of the managers have an effect on the formation of the organization's culture. The individuals keep those pointed issues in their minds. This action reveals what the organization expects of the staff. What are important in the promotion of the employees? How to solve the problems? All of these are the unwritten behavioral set of rules in an occupation. The workgroups have accepted these rules as work norms and learn them, and also teach to newly appointed staff and like this one culture continues(2011, p. 6). The founders of an organization play a vital role in the formation of the initial culture. They have clear views and mission regarding the organization and what to be done in the organization that they establish. Habits, norms, and past intentions do not make any restrictions in the organization (2006, p. 1072). Culture is derived from the thoughts of the organization's founder at the beginning. This original version has a strong effect on the useable criteria of the appointment. The behavior of senior management creates an atmosphere as well that determines proper and ugly behaviors. The way of socializing the staff in compatibility values' rate of the newly appointed employees is related to the organization's values in the process of hiring and also meets the preferences of senior management on social procedures(2014, pp. 579-587). The founders and senior managers play a fundamental role in the formation. Belief principles, values, aims, and behavior of the organization's founder determine the type of current and future expectations of the organization. These beliefs and behaviors are taught to employees by other managers of the organization (Zarnegar, 2008, p127).

12. The Signs of Organizational Culture

One of the researchers has introduced four general signs for an organizational culture that are as common things, common proverbs in speech, common efforts in actions, and common feelings in excitement. A human can begin collecting cultural data in the organization via asking, observing, reading, and feeling (2004, p. 294)

13. Levels of the Organizational Culture

The organizational culture is illustrated in three levels. The first level is visible things that are the way of staff's behavior, the way of wearing clothes, signs, ceremonies, and stories that the members of the organization observe them. The second level is the signs based on the internal values are in the thoughts of the organizations' members. The principled values are beliefs and thinking processes that create the actual culture. The third level is the most important level of the determinant of culture and assumptions that beliefs and assumptions influence the behavior of staff. These assumptions are the nature of truth, nature of good and bad, nature of human actions, and human relations (Qasemi, 2012, p. 565).

14. Cultural Effects on Organizational Behavior

The human social culture is seen in the manners, norms, and language that is formed under the influence of the economic environment based on technology, political, legal, part of the culture, and religion. The employees bring the social culture to the workplace with themselves. An organizational culture which is the subordinating product of social culture, impacts on values, morality, attitudes, presumptions, and expectations of individuals and is displayed in their behaviors (Rezahian, 2006, p.292; Noori and Orfan). Organizational culture is regarded much because of its strong influences on the organizations. In recent years, it has been regarded in the educational system as well. Among different elements of educational system makers at schools, teachers are considered as the main actual trainers of the educational system. The impact of their behaviors in society is as much as the success of a country is dependent on it. On the other hand, the existence of change in different sections has paved the way for

organizational culture to be discussed because the organizational culture has a high effect on different parts of management, particularly science management (Jawid Mehr and others, p. 673).

15. The Roles of Organizational Culture

The principal role of the organizational culture is the increase of individuals' reaction capability against the external environment's conformities-related issues. Generally, one organization can solve the two most important issues via the collective experiences of individuals. The first issue is related to external compatibility. What should be done exactly, and how? The second issue is related to internal solidarity: How do individuals solve their work and life challenges with the help of one another? With regard to the importance of the above-mentioned aspects, each one of them is explained as below:

1. External compatibility: External compatibility contains matters related to reaching goals and treat with external individuals. These issues are related to tasks that should be done, ways that should be used for reaching the goals, and also ways of struggling with failures and success. The individuals of one organization create ideas in their minds via their common experiences that help them in performing their daily activities. The individuals of one organization need to know the main mission of the organization. Naturally, individuals, via interaction and influence on one another, understand how to take part in reaching the goal of the organization. Briefly, external compatibility responds to the questions related to the goal and the way of encountering truths. What is the main mission? How do we take part in it? What is our goal? How to reach our goal? What external workforces are important? How do we evaluate the outcomes? When we cannot reach our specific goals, what do we do? How do we present our positive actions to others?

2. Internal solidarity: The process of internal solidarity often begins when one single identity is created. In other words, each person and each subordinating culture in an organization presents one single definition of internal solidarity. To make people work effectively with each other, all should know how to distribute power, time, and authority. They must understand who gets rewarded because of their work and who is punished. Anyway, briefly, it can be said that internal solidarity is answers to questions that are made from life incidents. Answering the following questions is very important for the organization's individuals. What is our identity? What are our perspectives about the world? How do we distribute power, place, and authority? How do we communicate? What is the base of friendship? The reason is that organization is not only the place of work, but it is beyond it because more individuals spend their time in the organization (Qasemi, 2012, pp. 567-569).

16. Organization and Culture's Studies

Culture is the way that people think and take action in the organization. Experts who name the organization as cultural scope have tried to extract cultural ideas from cultural and anthropology studies and use them in the scope of the organization's studies. In cultural studies, culture is considered a common recognition system. Cultural rules are the mental ideas that are created by a set of people. In organizational studies, organizations are regarded as knowledge systems as well. Organizations are on a network of common meanings that determine the rules, actions, and behavior's essence. Culture is a system of symbols and common and collective meanings, and understanding the symbolic actions depends on their interpretation. Organizations are patterns of symbolic interactions as well, and there is not anything under the name of the organization except signs that create common meanings (Tamasabi, 2015, p. 129).

17. Definition of Organizational Culture

Although organizational culture change is possible, it is not a simple task. In addition, culture change is time-consuming and expensive. The reason is that change of values, beliefs, and attitudes depends on the individual, organization, and its surrounding environment.

There are two attitudes regarding culture change: change-making from inside and making a change from outside

The ways of making the change from inside: this mode emphasizes increasing awareness, knowledge, and understanding of individuals that can change it via using educational ways, beliefs, and attitudes.

The ways of making the change from outside: this mode emphasizes on new work environment and conditions through a change of organizational structure, technology, ways of doing tasks, dominant rules for doing the daily duties, change of appointment criteria, evaluation of practitioners, salary payment, advantages and like these. Also, there is another way of changing culture. Perhaps, this method is operated from top to bottom imperatively, or culture change occurs via staff participation. Although culture change is happened by employees' participation gradually, this change will be more durable. Because of staff's participation in the change process, its application will be supported to a high extent (2013, pp. 299-300).

18. The Role of Culture in the Organization

Organizational culture is a tool that facilitates our actions with organizational issues and makes the way of our interpretation from our surrounding events. Culture is mixed with our spirit and thoughts in a way that our behavior and speech are affected by it. In short, whatever we do, think, or say has a cultural aspect. Therefore, in order to know the organization, behaviors, and actions of staff, knowledge of culture is needed. For doing any kind of action in the organization, culture consideration is essential. Even in some definitions for presenting the planned changes, the culture change and organizational behavior are pointed out. In addition to a cultural role in making change for removing the concerns, depressions, and occupational and vocational pressures in the organization, we can refer to cultural factors and by knowing it fill the loss. For recognizing culture and understanding it, we must live in the organization and feel the organizational culture, but we should not pay attention to organizational culture as much as we cannot know it very well. In other words, in organizational culture's understanding, we must be close to the organization in a way that we can understand the tiny aspects of the culture well, and be far of it as much as we can understand all aspects of it like a foreign observer. We can recognize organizations and their internal features via their cultures (Alwani, 2016, p. 43). In one organization, culture plays different roles and has various functions. These functions are as follows:

1. Organizational culture gives organizational identity to organizational staff: what makes the organizations successful and different from others is their recruitment ability, training, and keeping the talented and creative staff, and the employees will feel a deep dependence on the organization.

2. Organizational culture makes the group's commitment easy: the organizations that have drastic and powerful culture, the staff have a sense of commitment and responsibility towards values and goals of organizations. Organizational commitment means a mental connection to an organization that contains a sense of job engagement, honesty, and belief in organizational values.

Organizational commitment is seen in three phases:

First admission phase; in this phase, the individual will accept others' influence in the organization.

Second is the making alike phase; in this stage, the individual makes a satisfactory relation with himself or herself by accepting others' influence.

Third, internalizing phase, in this stage, the individual is proud of being a member of the organization and knows that the organization's values make him or her internally consent and are compatible with their values. When the organizational commitment is reached its final phase, then the organizations' members will be considered reliable, and he or she will keep and guard everything of the organization.

3. Organizational culture encourages social system stability: capable organizations are known for their hard work criteria and exact control. For example, the staff must observe the cleanliness and tidiness criteria and the merits of doing the job are obviously determined. Thus, the organization experiences an atmosphere full of commitment, excitement, and diligence.

4. Organizational culture helps the staff in their behaviors formation: a strong organization or culture form the staff's behavior by helping its members to recognize its work environment. Therefore, successful organizations provide opportunities so that employees for knowing all aspects of the organization and its difficulties start their jobs from the lowest level that know the fundamental principles of work.

5. Organizational culture influences management's tasks and the way of its function: organizational culture make restrictions for management to show what manger can do and cannot do. Each action of the manager must be approved by the organization; otherwise, it will not be based on values, and most of the organization's members will not accept it. Although the decision-making tasks in all duties of management such as planning, organizing, providing human resources, direction and control are durable, organizational culture factor plays a great role in the manner of management's function. Therefore, powerful culture has a strong influence on all scopes of management's decision-making (Kaoyani, 2011, pp.12-13). The fifth role of organizational culture is boosting the cooperation sense instead of competition. When it is said that individuals help each other that their efforts are combined regularly for reaching the joint goal. The degree of cooperation depends on the degree of efforts combination. The combination of individuals' efforts can be done in two ways: 1. Coordination 2. Cooperation based on trust. Cooperation is done when the members of a group or organization have collective responsibility for getting specific outcomes. While coordination includes tasks' sequences in a way that the tasks doing are not delayed, and each individual is responsible for their duties. Since cooperation based on trust needs a good group that has effective relations, mutual trust, and good solidarity as well, based on management cooperation is harder than coordination that will be possible with the help of structural ways like work standardization(Rezahiyani, 2006, p. 296).

6. Providing physiological needs: one of the most important needs of humans is providing their physiological needs via using the environmental facilities. Also, one of the most important functions of culture is providing human physiological needs through providing the using facilities from the natural and social environment. In other words, human compatibility with the environment

and providing the livelihood needs of him or her is not possible without having knowledge, using skills, and needed management, and each one of them is important parts of culture which are special achievements of humans (Murtazawi, 2014, p. 12).

In 1990, the role of culture as the factor that influences the behavior of an organization's members got high importance. In these organizations, the control's scope was vast, structures were expanded on a horizontal level, teams were formed, the rate of duties' formality was decreased, and authorities with more responsibilities were given to staff. The existence of a common elicitation phenomenon which is the gift of a strong culture, has confirmed the fact that all the members of an organization are directed to one path (Rabinz, 2006, p. 1068).

Management theorists believe that the following factors can create a stimulant and creative culture:

1. Tolerance of risk. Staff should be encouraged to risk-taking so that they experience the results of their failure without any fear and consider the mistakes as opportunities for learning.
2. Self-controlling. Rules, policies, and other controlling tools should be kept less, and with individuals' participation considering their talents, self-controlling in tasks should be created.
3. To minimize the work's responsibilities. Jobs with exact definition limits perspectives. Various work activities give a wider outlook to staff.
4. Acceptance of ambiguity. Excessive emphasis on tasks specification restricts creativity.
5. Acceptance and tolerance of style differences. Difference of views must be encouraged, and individuals' and units' agreement should not be considered as an excellent function' sign.
6. Tolerance of unpractical suggestions. Individuals who give unpractical and even silly answers to ifs should not be repressed. What is considered unpractical at the beginning sometimes can result in creative solutions?
7. Emphasis on results instead of methods. The final aims should be clear, and individuals should be encouraged to search for various ways to reach the aims. Concentration on these aims presents the possibility of the right responses for a specific issue.
8. Complex communications. Communication should be durable vertically and diagonally. Duration of open communication facilitates minds' training via a conflict of ideas (Rezahian, 2006, pp.291-292).

19. Creation of Organizational Moral Culture

The contents and power of culture impact the moral atmosphere of an organization and its members' moral behavior. A culture that with high possibility causes the creation of good moral standards is the culture that encourages high-risk taking, encouragement to courage and using a tool based on the degree of goal. Managers are supported for taking a risk and being creative in such a culture, and also managers are persuaded to avoid incontrollable competition and pay attention to the way of reaching goals. Strong organizational culture is more effective than weak culture on staff. If the culture is strong and has high moral standards, it must have a strong and positive effect on staff behavior. What can management do for moral culture creation? We suggest a combination of these actions.

1. You should be the exact pattern of one role. Staff considers the behavior of their senior manager as a criterion for proper behavior. When the senior manager has good morality, he or she conveys a positive message to all employees.
2. Moral expectations should be transferred. Moral ambiguities can be decreased to the lowest degree via organizational moral criteria creation and spread. These criteria should present the important primary values of the organization and moral principles that are expected from the staff to observe.
3. Create moral education. Hold seminars, workshops, and similar moral training programs. You might use these sessions for boosting organizational behavior's standards, for clear saying what actions are needed and what actions are not needed, and for presenting moral impasses.
4. Give reward to moral actions obviously and punish immoral behaviors. The managers' actions evaluation should be part to part evaluation that determines how the manager's decisions are against the organizational moral criteria. Evaluations should contain aims and means of reaching those aims. Those individuals who act politely should get a reward for their behaviors obviously, and the staff who act impolitely should be punished obviously.
5. Make a supportive mechanism. The organization should make an official mechanism that employees can discuss moral impasses and share immoral behavior without fear of punishment. This supportive mechanism might be about the creation of moral advisors, complaint officers, or moral officers (Rabinz, 2013, pp. 385-387).

20. Conclusion

Organizational culture has a great role in internal controlling of staff's behaviors because of its drastic and powerful influence that can have on the behavior and actions of the organization's members. An organizational culture that is powerful can have a considerable effect on all scopes of management's decision-making. Organizational culture is a collection of presumptions, beliefs, common values, and accepted norms among the staff members that direct their behavior. The organization is logical coordination

of some individuals that with the distribution of responsibilities and establishing logical and regular relations continually work for reaching a common goal. When the principal values of the organization are vastly regarded by all individuals, it will be an indicator of that organization's powerful culture. To any degree that the members of the organization accept the main values and have more commitment to them, the powerful culture causes the members of the organization to have the same perspectives regarding the status and location of it. Obviously, such identical outlooks of individuals cause solidarity, loyalty, and high commitment creation in the organization. These phenomena cause individuals to have less tendency towards leaving the organization. It can be concluded that besides the role of culture in making change for solving concerns, depressions, and occupation pressures in the organization, we can seek help from culture's factor and, with recognizing the culture, remove the obstacles. For culture's recognition and understanding, we must be in the organization and feel the organizational culture.

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