

An Analytical model of the organizational culture evaluation in Iran steel industry: a survey research of Tuka Steel Investment Holding Company

A. Gholizadeh^{1*}, R. Ebrahimzadeh²

Cultural management department, Islamic Azad University Khorasgan(Esfahan) Branch, Esfahan, Iran

Abstract

The present study has objectively investigated and reviewed 164 managers, employees and workers of Tuka Steel Investment Holding Company (TSIH Co.) as one of the most successful companies in Iran's steel industry. The Survey approach has been adopted to serve the following purposes of this study: a) to define the prevailing organizational culture in steel industry; and b) To review alignment dominant in the prevailing organizational culture with emphasis on the TSIH Co. To achieve the above-mentioned objectives, a researcher-made questionnaire was developed according to Freeman and Cameron model of organizational culture to investigate the dominant culture and the alignment of the organizational culture. The results of data analysis using ANOVA with repeated measures showed that the dominant organizational culture in these organizations was hierarchical. On the other hand, there was lack of alignment between the dimensions of organizational culture. The research findings showed that due to the governmental structure of organizations, lack of competitiveness, conflicting views of managers in these organizations, appointments of the managers on the basis of connections and lack of stability and cohesion within the active organizations of this industry, they have faced difficulties, the ultimate outcome of which is the lack of conformity and alignment in organizational culture. The researchers, by presenting the research results, intended to find an appropriate approach and orientation to assess organizational culture in Iran steel industry with emphasis on Tuka Steel Investment holding (TSIH CO) in order to present suitable strategies to strengthen or improve the above-mentioned conditions.

Keywords: organizational culture, cultural alignment, organizational culture models, steel industry, Iran.

1. Introduction

The word and concept of culture have been the basic studies of anthropology and sociology for more than a century, and They have been looked upon from different perspectives in these scientific fields. Researchers have established a large amount of inquiries, discussions and investigations in this field and founded a considerable scientific basis as inputs for the interdisciplinary fields in all areas of social sciences. In the decades of 1940 and 1950, most of these research studies, such as "Ralph Linton", "Ruth Benedict" and "Margaret Mead" have dealt with the customs and traditions dominant in societies, especially primitive societies, and then tried to extract the same concepts in industrial societies. This trend has also been partly observed among sociologists; they also extracted customs in the workplace and discussed these factors within the framework of the work culture and factory. The recent survey, though, shows the formation of early written texts in the years of late

1960 and early 1970¹⁾. The concept of organizational culture has been derived from the term culture which in terms of terminology has many concepts and meanings and, with regard to different approaches, takes up a special meaning (Fig. 1)²⁾. This makes it difficult for us to provide a single definition of organizational culture. In this study, we take organizational culture as a system of joint inferences that members of the organization have of an organization, and this feature leads to the separation of the two organizations from each other³⁾.

Considering this definition of organizational culture, Furnham & Gunter divided the duties and functions of organizational culture into two parts:

1. To consolidate the processes of the organization and socialization of the staff, leading to a sense of identity and character building for staff, and their commitment to the organization.
2. Coordination within the organization to create competitive advantages for the organizations, environmental organizations understanding, and stability and harmony in the social system of the organization⁴⁾.

Review of the research literature on organizational culture reveals that the role and importance of organizational culture had first been put in the form

* Corresponding author:

Tel: +98 (311) 6692468, Fax: +98 (311) 5354060

E-mail: azargholizadeh@yahoo.com

Address: Cultural management department, Islamic Azad, University Khorasgan(Esfahan) Branch, Esfahan, Iran

1,2. Assistant Professor

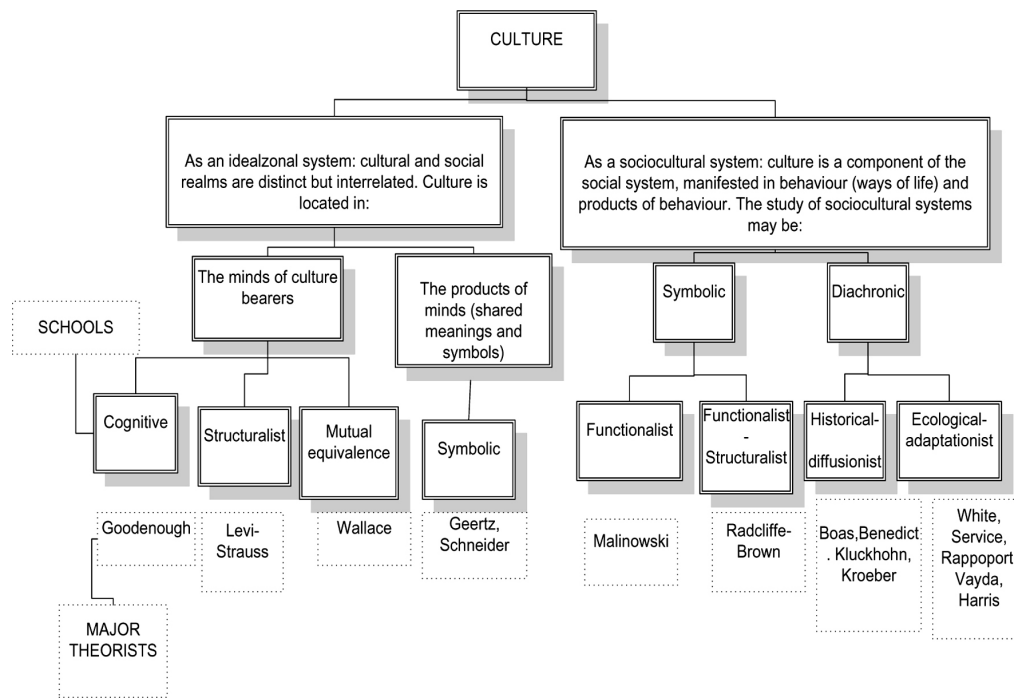


Fig. 1. Organizational culture terminology³⁾.

of more general issues like the effectiveness of the organization by⁵⁻⁷⁾ Peters & Waterman (1982), Deal & Kennedy (1982), and then Kotter & Heskett (1992) developed this concept by emphasizing the importance of strategic fit between the organization and its environment and the need for the quality compliance of the organization. There is little agreement among researchers concerning how to study and understand organizational culture. This is due to the type of methodology used by the researchers. Some theorists argue that in cultural studies, some quantitative methods, are simplistic and low in values⁸⁾ and can not identify the assumptions and values governing an organization^{9,10)}.

In contrast, some other researchers believe that cultural researchers should avoid methods in anthropology and ethnography and go beyond the exploratory approach to develop a framework that enables comparison and matching¹¹⁻¹²⁾. Recent researches have examined the organizational culture and its effects on the organization with better orientations. Some researchers have evaluated the effects of culture on the quality of products and services and come to the conclusion that in cultures where individualism, masculinity and long-term goals exist, and there is a hierarchical organizational culture, more attention is placed on quality management of services and products¹³⁻¹⁵⁾.

There are other beliefs that culture has a dramatic effect on leadership style, and through this it will affect power, control, reward systems and decision-making processes¹⁶⁾.

Other research results also indicate that culture influences organizational commitment and job satisfaction. This issue is particularly observed in more innovative and

supportive cultures¹⁷⁻¹⁹⁾. In addition, reviews show that culture strongly influences attitude, behavior, and organization management changes, and improve the effectiveness of organizational performance²⁰⁻²³⁾. Citing the literature on this research, the present paper is trying to use an appropriate model of organizational culture to examine and investigate TSIH Co, and its subsets as a highly successful organization in the steel industry of Iran, in order to assess the strengths and weaknesses of the organizational culture.

2. Review of the models of organizational culture

In the organization and management literature, organizational culture researchers and theorists have tried to develop and design conceptual frameworks, models or measurement tools to identify specific organizational culture. Some examples of these models are:

- Denison et al. Model of organizational culture²³⁾.
- Hatch cultural dynamics model²⁴⁾.
- Goffee and Jones Model of organizational culture¹⁷⁾.
- Freeman and Cameron model of organizational culture²⁵⁾.
- Bath Model of organizational culture²⁶⁾.
- Geert Hofstede Model of organizational culture patterns¹²⁾.
- Schein model of organizational culture¹⁰⁾.

With the investigation of different types of models, this study has chosen the pattern of organizational culture of Cameron and Freeman for the following reasons:

1. Using this model, it is possible to compare different organizational cultures, and a framework can be found to evaluate organizational culture in the steel industry with an emphasis on Tuka Steel Investment Holding

Company (TSIH Co).

2. Each of the proposed cultures in this model has its own dominant characteristics, leadership style, focus, values and strategic orientations. This issue allows researchers to acquire a more comprehensive assessment of the organizational culture, while other mentioned models do not have such a capability.

3. Using the above model, it is possible to analyze cultural alignment. The concept of cultural alignment refers to the compatibility of different aspects of culture. Research²⁷⁾ has shown that although cultural alignment is not a prerequisite of success of the organization, it is an essential pattern of successful organizations.

4. The existence of nonalignment in the organization is often taken as a warning for the need to change in the organization, and only this model helps the researchers to recognize the need to change.

In sum, Freeman and Cameron model strives to provide an appropriate research framework to evaluate organizational culture. The framework has been based on four sets of characteristics:

1. The dominant characteristic or values
2. The dominant leadership style in the organization
3. The requirements and commitments “primary focus”
4. The organization’s current strategic emphasis. This model form is shown in Fig. 2.

As Fig. 2 shows the vertical axis represents the spectrum of dynamic processes rather than static and mechanical processes, the focus of which ranges from flexible, spontaneous and natural to static and control, etc. The horizontal axis on the one hand maintains the stability and processes within an organization (integrity,

attention to simplicity and repetitive activities) and on the other hand, emphasizes the situations and external conditions (competition, differentiation and etc.). Thus, the result includes four types of organizational culture:

1. Clan culture.
2. Adhocracy culture
3. Hierarchical culture.
4. Market Culture.

Each of the cultures discussed above has its own leadership style, focus, values and strategic focus²⁵⁾. With regard to the researcher’s desired model and research pattern, this paper tries to offer a framework in order to assess the organizational culture in Iran’s steel industry with an emphasis on TSIH Co. through the evaluation of four different types of organizational culture model of Cameron and Freeman. Since the steel industry in Iran has not taken any specific evaluation to recognize organizational culture and there is no certain framework either, so the questions were considered as follows:

- a) What is the dominant organizational culture in TSIH Co. according to the four types of organizational culture (clan, adhocracy, hierarchy and market)?
- b) Are the dominant dimensions of organizational culture in TSIH Co. aligned together? Thus, by answering these questions, it can be expected to identify the organizational culture in Iran’s steel industry with an emphasis on TSIH Co. and by examining the dominant characteristics, leadership style, focus and strategic orientation and then it is possible to present a comprehensive view of organizational culture in Iranian steel industry in order to compare it with

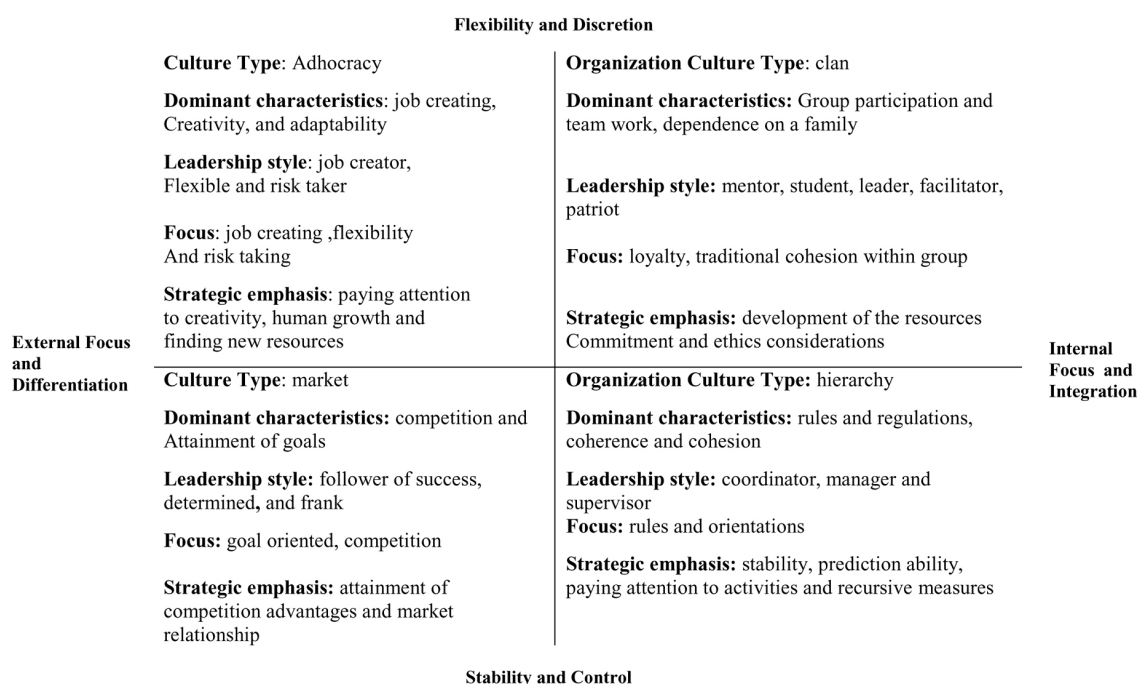


Fig. 2. Organizational Culture Model of Cameron and Freeman²⁵⁾.

background of research and provide a better evaluation for the organizational culture.

3. Method

3.1. participants

The participants in this study were 164 people (9 females and 155 males) from the workers and the staff of TSIH Co.. Based on survey research method and using a statistical formula of limited samplings the study began. Participants' age ranged from under 25 to 55 and their work experience ranged from under 5 years to 15 years. The information about the participants in this study is shown in table 1. The reasons for choosing the participants of this study from TSIH Co. in Iran had the following characteristics:

1. The company is a subsidiary company of Mobarakeh Steel Co., the largest and the most equipped steel company in Iran. The review of the company's organizational culture can also lead to a more complete understanding of the organizational culture of the country's steel industry organizations which are active in this field.

2. TSIH Co. with 25 subsets is active in various fields of steel industry. Extensive activities of these companies from design, production and transport of steel products in the country has led us to review this holding to find a more accurate and complete cultural organization in the steel industry in Iran.

3. TSIH Co. has been one of the most successful companies concerning performance during the past 10 years in Iran. So, the review of the company's organizational culture helps us in the analysis of the organizational culture.

Procedure All the participants in this study completed the organizational culture questionnaire which was designed on the basis of Cameron model and were provided with necessary directions by the researcher at the posts. Thus, 200 organizational culture questionnaires were distributed among participants and after collecting them during a two-month period in 2010, 164 questionnaires from the distributed questionnaires were delivered to researchers. The return rate of the questionnaires was 82 percent which, according to data analysis, is considered a good return rate.

3.2 Measures

The measurement tool in this study is the organizational culture questionnaire based on the model of Cameron and Freeman with two parts: the first part of questionnaire included five questions that dealt with the demographic variables (gender, years of service, age and organizational posts); the second part included 24 questions aimed at measuring four types of organizational culture (clan, hierarchy, market and adhocracy). In designing this section of the questionnaire, five-option Likert spectrum was used. After the necessary reforms and the assessment of the

validity and reliability of the tool, the questionnaire was turned into 16 standard questions. Thus, the first 4 questions of the questionnaire deal with clan measures of the organizational culture. Below is an example of these questions to be presented: "How sincerely close is your relationship with each other, and do the people in your organization see each other as a clan?"

Table 1. Conditions in the steel industry.

Demographic status of respondents		
I	TOTAL	Percent
Age of the respondents		
Under 25	6	3.7
25-30	84	51.2
35-45	57	34.8
45-55	17	10.3
Gender of the respondents		
Men	155	94.5
Woman	9	5.5
Education level of the respondents		
Below diploma	18	11
Diploma	67	4.8
AA	31	18.9
BA and BS	42	25.6
MA and PhD	6	3.7
Job and position of the respondents		
Worker	74	45.1
Staff and experts	74	45.1
Senior experts and managers	16	9.8
Employment history of the respondents		
Below 5 years	29	17.7
5-10	56	34.1
10-15	50	30.5
Above 15 years	29	17.7

The next four items (questions 5 to 8) consider adhocracy culture, an example of these items is: "How does your organization pay attention to innovations and developments of new products and stresses on being the best in the market?" The set of four other questions (questions 9 to 12) is related to hierarchy organizational culture, an example of these items can be such as: «To what extent does your organization emphasize the stability, efficiency and maintain the current state of organization as their, focuses?»

The 4 last items of the questionnaire (questions 13 to 16) measure market Organizational Culture, a sample of these items is: «How does your organization emphasize goals and activities and does it pay attention to the substantial production in the organization?» The respondents were requested to rate their agreement according to any one of the items in a range of five options (very low to very high). At first the reliability rate of the four sections for each organizational culture (hierarchy, market, clan and adhocracy) was measured and the total amount of reliability of the questionnaire was calculated. The results taken from

Cronbach's Alpha method showed good reliability for the measurement tool. The results of the reliability measurement are shown in the table below. Content validity of the organizational culture questionnaire was examined by the university professors, scholars and other researchers in Iran; and after applying the reforms and changes required by the experts, it was approved.

After confirming the content validity, construct validity of the questionnaire was determined by using exploratory factor analysis with the principal component approach and orthogonal rotation method and varimax. Thus, 8 items were deleted from 24 questions and only 16 questions remained that measured the four types of organizational culture in Cameron and Freeman model (Table 3).

Table 2. Reliability of measurement tool and its dimensions.

Variables	Reliability coefficient	Standard value
Clan culture	0.721	More than 0.7
Adhocracy	0.886	More than 0.7
Hierarchy culture	0.752	More than 0.7
Market culture	0.823	More than 0.7
Reliability coefficient calculated for the whole instrument measure	0.938	More than 0.7

Then, the researchers conducted a second order confirmatory factor analysis using the remaining 16

Table 3. Results of exploratory factor analysis of the questionnaire of the organizational culture.

	Component			
	Hierarchy	Market	Clan	Adhocracy
Family relationship	-.144	.120	.718	.072
Mentor leadership style	.147	.093	.673	.080
Commitment and loyalty to organization	.157	.024	.631	.086
Human resources focus and group cohesion	.078	.152	.723	-.017
Risk taking and innovator leadership style	.323	-.007	.078	.608
Dynamic and entrepreneurial organization	-.135	.163	-.019	.760
Commitment to innovation and development	.305	.052	.120	.672
Focus on growth and acquiring new resources	-.051	.092	.074	.684
Formalized and structured organization	.613	.169	.061	.225
Manager as coordinator and organizer	.646	.091	.078	.025
Organization with formal rules and policy	.730	.037	.146	-.005
Focus on permanence and stability	.627	.095	-.028	.028
Production oriented organization	.039	.700	.189	.035
Manager as producer and technician	.044	.697	.093	.151
Organization with task and goal accomplishment	.242	.591	.060	.063
Focus on measurable goals	.088	.741	.053	.049
Eigen values	3.426	1.676	1.550	1.397
Percentage of variance	12.993	12.53	12.48	12.31

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

items from the exploratory factor analysis. Second order factor analysis model of organizational culture questionnaire is shown with the following factor loadings. In addition, a summary of goodness of fit indexes of the model is shown in Table 4.

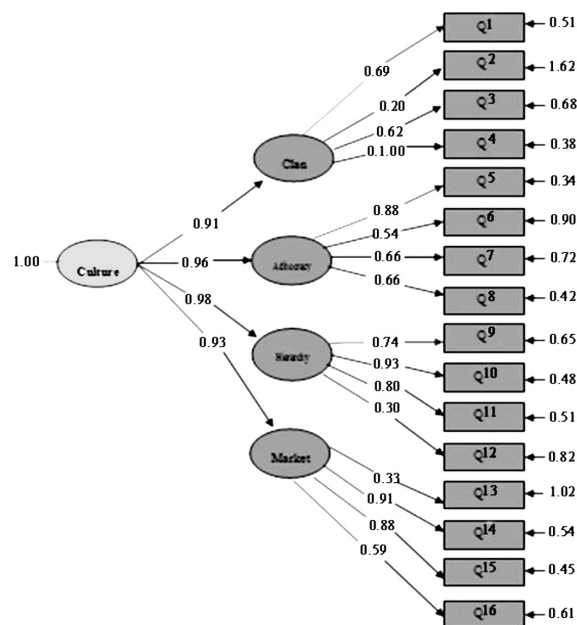


Fig. 3. Second order factor analysis model of organizational culture and its dimensions.

Considering all the suitable indicators fitting the model, it can be concluded that second order factor

Table 4. Goodness of fit index model.

Index	The amount of index in the appointed model	Standard amount of the index	conclusion
χ^2	132.79	-	Model fitness is suitable
P-Value	0.09639	More than 0.05	Model fitness is suitable
GFI	0.92	More than 0.9	Model fitness is suitable
AGFI	0.90	More than 0.9	Model fitness is suitable
NFI	0.95	More than 0.9	Model fitness is suitable
CFI	0.98	More than 0.9	Model fitness is suitable
RMSEA	0.049	Less than 0.1	Model fitness is suitable

analysis model of organizational culture questionnaire is a good fit. Another important point is the construct reliability assessment of the four organizational cultures (hierarchy, market, clan and Adhocracy). Construct reliability for each considered dimension has been calculated as follows ²⁸⁾:

$$\text{Structural reliability} = \frac{(\sum \text{std.loading})^2}{(\sum \text{std.loading})^2 + \sum \varepsilon_j}$$

ε_j : is the measurement error

Reliability Coefficients of the four organizational culture ranges from 0.70 to 0.77 which corresponds to the standard value of 0.70 submitted by ²³⁾. Thus, findings from the reliability structure are desirable (Table 5).

hierarchical, and market) to determine which form of the four organizational cultures is dominant in Iran's active steel factories. One-way repeated measures analysis of variance (ANOVA) was used to compare related data with four types of organizational culture. The findings of Table 7 indicate significant differences between the four types of organizational cultures ($P = 0.011$, $F(3,489) = 3.734$). The results of pair-wise comparisons which are related to the dominant organizational culture in Tuka Steel which is presented in Table 8 help us compare the four types of organizational culture to determine the dominant organizational culture in TSIH CO.

Table 5. Evaluation of the existing reliability factors in the model of organizational culture.

The surveyed factor	Observed value	Standard value	conclusion
Clan culture	0.70	More than or equal to 0.7	Reliability is suitable
Adhocracy culture	0.77	More than or equal to 0.7	Reliability is suitable
Hierarchical culture	0.77	More than or equal to 0.7	Reliability is suitable
Market culture	0.72	More than or equal to 0.7	Reliability is suitable

4. Results of the study

The data analysis in this study was conducted to investigate the following two questions of the research: (a) the identification of the dominant organizational culture with regard to the review survey of Iran's steel Tuka Steel Holding Investment; (b) the review and survey of the existence of alignment among fundamental aspects of the dominant organizational culture in these organizations based on Cameron and Freeman model (alignment between the dominant features of organizational culture, leadership style, focus and strategic emphasis). Table 6 shows the Descriptive statistics of the four types of culture.

At first, the mean differences were analyzed between the four types of organizational culture (clan, Adhocracy,

Table 6. Descriptive statistics related to different types of organizational culture.

	Descriptive Statistics		
	Mean	Std. Deviation	N
Clan	2.8552	.77982	164
Adhocracy	2.8613	.80938	164
Hierarchy	3.0107	.82724	164
Marke	2.9040	.78882	164

The results of the pair-wise comparisons show that hierarchical culture is significantly different from other organizational cultures; so, it can be asserted that the dominant organizational culture in TSIH CO is hierarchical.

Table 7. ANOVA results table with repeated measurements associated with different types of the organizational culture.

Tests of Within-Subjects Effects					
culture	Type III				
	Sum of Squares	df	Mean Square	F	Sig.
within-subjects culture	2.547	3	.849	3.734	.011
Error(culture)	111.172	489	.227		

is no alignment between the dominant features in TSIH CO, and its organizational Culture (hierarchy culture).

The results relating to leadership style confirm that there is a difference in mean between the one way analysis of variance with repeated measures concerning the leadership style.

(P=0.006, F (3,489) = 4.24).

The Table related to pair-wise comparisons about leadership style shows the dominant leadership style in TSIH CO, leadership style is closer to hierarchy

Table 8. Pair-wise Comparisons.

(I) culture	(J) culture	Mean Difference (I-J)	Std. Error	Sig. ^a	95% Confidence Interval for Difference ^a	
					Lower Bound	Upper Bound
Clan	Adhocracy	-.006	.050	.902	-.104	.092
	Hierarchy	-.155*	.057	.007	-.268	-.043
	Market	-.049	.057	.397	-.162	.065
Adhocracy	Clan	.006	.050	.902	-.092	.104
	Hierarchy	-.149*	.051	.004	-.250	-.049
	Market	-.043	.051	.407	-.144	.059
Hierarchy	Clan	.155*	.057	.007	.043	.268
	Adhocracy	.149*	.051	.004	.049	.250
	Market	.107*	.049	.030	.010	.203
Market	Clan	.049	.057	.397	-.065	.162
	Adhocracy	.043	.051	.407	-.059	.144
	Hierarchy	-.107*	.049	.030	-.203	-.010

The second section examines and analyses the alignment between the fundamental aspects of the dominant organizational culture of TSIH CO, to determine whether the four dimensions of organizational culture put forward by Cameron and Freeman (dominant characteristics of organizational culture, leadership style, focus and strategic emphasis) are in alignment with the dominant organizational culture (hierarchy culture)?

The results obtained from the one-way repeated measure ANOVA showed significant differences between the dominant characteristics of four types of organizational culture. (P=0.001, F (3,489) =5.98)

Table 9. ANOVA results table with repeated measurements associated with different dominant characteristics in four types of organizational culture.

Tests of Within-Subjects Effects					
Source	Type III				
	Sum of Squares	df	Mean Square	F	Sig.
Dominant characteristics	15.091	3	5.030	5.979	.001
Error(Dominant)	411.409	489	.841		

The pair-wise comparison table shows that the dominant organizational culture characteristics of the Tuka Company are in alignment with the dominant characteristics of the market and adhocracy. So, there

organizational culture from other leadership organizational cultures. So alignment exists between the dominant organizational culture of TSIH CO and leadership style.

Table 10. Names of variables used in pair-wise comparison.

Within-Subjects Factors	
Dominant characteristics	Dependent Variable
	1 Family relationship
	2 Creativity and adaptability
	3 Rules and regulation
	4 Competition and attainment of goals

Finally, the paired comparisons revealed no significant difference in focus; therefore, it can be said that TSIH CO does not have a certain focus and there is no alignment between Tuka Steel hierarchical culture and the focus of the organizational culture.

The results of one-way analysis of variance with repetitive values related to strategic orientation shows a significant difference and the paired comparison table shows that the strategic emphasis of the Tuka Steel Investment Holding is in alignment with hierarchy organizational culture.

Table 11. Pair-wise Comparisons in dominant characteristics.

(I) Orientation	(J) Orientation	Mean Difference (I-J)	Std. Error	Sig. ^a	95% Confidence Interval for Difference ^a	
					Lower Bound	Upper Bound
1	2	-.110	.095	.250	-.298	.078
	3	.159	.092	.086	-.023	.340
	4	-.256*	.103	.014	-.459	-.053
2	1	.110	.095	.250	-.078	.298
	3	.268*	.095	.005	.081	.455
	4	-.146	.108	.176	-.359	.066
3	1	-.159	.092	.086	-.340	.023
	2	-.268*	.095	.005	-.455	-.081
	4	-.415*	.113	.000	-.639	-.191
4	1	.256*	.103	.014	.053	.459
	2	.146	.108	.176	-.066	.359
	3	.415*	.113	.000	.191	.639

Table 12. ANOVA results table with repeated measurements associated with different leadership styles in four types of organizational culture.

Tests of Within-Subjects Effects					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
leadership	11.439	3	3.813	4.242	.006
Error (leadership)	439.561	489	.899		

Table 13. Names of variables used in pair-wise comparison.

Within-Subjects Factors	
leadership	Dependent Variable
1	Mentor leadership style
2	Risk taker and innovation in leadership style
3	Manager as coordinator and organizer
4	Manager as technician

Table 14. Pair-wise Comparisons in leadership styles.

(I) leadership	(J) leadership	Mean Difference (I-J)	Std. Error	Sig. ^a	95% Confidence Interval for Difference ^a	
					Lower Bound	Upper Bound
1	2	.220	.117	.062	-.011	.450
	3	-.134	.130	.303	-.391	.122
	4	-.061	.131	.642	-.320	.198
2	1	-.220	.117	.062	-.450	.011
	3	-.354*	.075	.000	-.501	-.206
	4	-.280*	.081	.001	-.441	-.120
3	1	.134	.130	.303	-.122	.391
	2	.354*	.075	.000	.206	.501
	4	.073	.077	.341	-.078	.225
4	1	.061	.131	.642	-.198	.320
	2	.280*	.081	.001	.120	.441
	3	-.073	.077	.341	-.225	.078

Table 15. ANOVA results table with repeated measurements associated with different focus in four types of organizational culture.

Tests of Within-Subjects Effects					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Focus	2.323	3	.774	1.159	.325
Error(focus)	326.677	489	.668		

Table 16. Names of variables used in pair-wise comparison.

Within-Subjects Factors	
Focus	Dependent Variable
1	Loyalty, traditional cohesion within groups
2	Risk taking and flexibility
3	Rules and regulation
4	Competition

Table 17. Pair-wise Comparisons in focus dimension.

(I) focus	(J) focus	Mean Difference (I-J)	Std. Error	Sig. ^a	95% Confidence Interval for Difference ^a	
					Lower Bound	Upper Bound
1	2	.037	.093	.695	-.147	.220
	3	.140	.097	.149	-.051	.331
	4	.128	.090	.157	-.050	.306
2	1	-.037	.093	.695	-.220	.147
	3	.104	.095	.275	-.083	.290
	4	.091	.083	.271	-.072	.255
3	1	-.140	.097	.149	-.331	.051
	2	-.104	.095	.275	-.290	.083
	4	-.012	.083	.884	-.177	.153
4	1	-.128	.090	.157	-.306	.050
	2	-.091	.083	.271	-.255	.072
	3	.012	.083	.884	-.153	.177

Table 18. ANOVA results table with repeated measurements associated with different strategic orientation in four types of organizational culture.

Tests of Within-Subjects Effects					
Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Strategic	68.201	3	22.734	31.333	.000
Error (strategic)	354.799	489	.726		

Table 19. Names of variables used in pair-wise comparison.

Strategic	Dependent Variable
1	Commitment and ethics
2	Pay attention to creativity, human growth
3	Stability
4	pay attention to market and competition

Table 20. Pair-wise Comparisons in strategic orientations.

(I) strategic	(J) strategic	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval for Difference	
					Lower Bound	Upper Bound
1	2	-.171	.085	.047	-.339	-.002
	3	-.787	.106	.000	-.996	-.578
	4	-.006	.103	.953	-.210	.198
2	1	.171	.085	.047	.002	.339
	3	-.616	.090	.000	-.794	-.437
	4	.165	.082	.047	.002	.327
3	1	.787	.106	.000	.578	.996
	2	.616	.090	.000	.437	.794
	4	.780	.095	.000	.593	.968
4	1	.006	.103	.953	-.198	.210
	2	-.165	.082	.047	-.327	-.002
	3	-.780	.095	.000	-.968	-.593

In short, the analysis shows that the dominant organizational culture in Tuka Steel is hierarchical and it conforms to the leadership style dimensions

and strategic orientations, but the dimensions of the dominant characteristics and focus are not significantly in aligned with the Tuka steel hierarchical culture.

5. Conclusion

According to the studies conducted by researchers from observations in connection with the implementation of total quality management in TSIH CO the former correct research results are confirmed because this organization has been able to implement TQM effectively. On the other hand, cultural nonalignment in research allows researchers to conform to examine cultural alignment. The research done by²⁷⁾ has shown that although cultural alignment is not a precondition to the success of the organization; but it is a model of successful organizations and it is essential. Review²⁷⁾ of the research results shows that in TSIH CO, there is no alignment between hierarchy dimensions in the company culture. According to Quinn and Cameron view, the organizations that do not have cultural alignment need change. On this basis and with regard to the Tuka Steel Holding conditions in particular, and organizations active in the steel industry in general, they all need to have major developments and changes. This problem (need to change) is felt with regard to the conditions in the entire organizations in Iran; the issue is the outcome of social, economic, cultural conditions and...

One of the most important reasons for the lack of cultural alignment in size and the dominant characteristics and focus in Tuka in particular and in other steel industries in general is that state government agencies rule them, and this makes the growth of these organizations slow. Lack of proper competition from competitors, lack of proper organization in activities, quite different and conflicting views of managers, completely personalized selection of the managers and lack of stability, alignment and cohesion in the affairs of such organizations, are considered as other problems and limitations of such organizations in Iran. On the other hand, since managers in these organizations change rapidly and cannot have the necessary job stability; therefore, the implementation of their ideas cannot be fully achieved in organizations, because every manager has his own views and new approach to Organization. This leads to instability in the organization and will bring nonalignment in the culture of the organization.

Acknowledgements

To design and produce this articles, a large number of managers, experts and workers at Tuka Steel Investments Holding (TSIH Co.) played a significant and considerable role. Therefore, the researchers appreciate the good work they did, and thank them for their sincere cooperation.

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