

The Effect of Organizational Culture on Organizational Structure (Case Study of Refah Banks Branches in Kermanshah City)

Mahdi Veisi¹; Kobra Veisi²; Hojatalla Hasanvand³

^{1,2,3}Department of management, sahnesh Branch, Islamic Azad University, sahnesh,iran

ABSTRACT

Objective: This study investigated the relationship between organizational culture and organizational structure of the welfare of workers in bank branches in the city of Kermanshah.

Methods: This descriptive study based on a survey of bank branches is the tool for data to be collected; In order to measure corporate culture questionnaire Alvinn and others (2008), and a questionnaire for measuring organizational structure Rndsy (1979) have been used. Organizational culture questionnaire reliability 0/81 and the organizational structure of the questionnaire reliability 0/78 respectively and both were the alpha of 0/7 are necessary for the reliability of both questionnaires have . The population in this study, the number of employees in bank branches in the welfare of Kermanshah The Bank Supervision Department of Statistics and Documentation, 60, is the welfare of Kermanshah city Of these, according to Morgan Table 52 has been chosen. Results and Conclusion: Data obtained from tests to determine the normality Kolmogorov - Smirnov normality test was used and the results corroborated the data, chi-square test hypotheses to test nearly were placed; results prove the hypothesis are. **KEYWORDS:** organizational culture, organizational structure, , bureaucratic culture, participatory culture, flexible culture.

INTRODUCTION

In the teeming world of today. Each day new progress And new demands for human The type and style affect your life affect your Organizations as Larger social systems The stability and activity of their members to achieve specific objectives and coordinate is limited, Should be coordinated with the demands and developments, and always thought they would be In tomorrow's competitive environment demands boundless satisfy customer needs and respond appropriately to permit them to continue their survival will be. Considering that the organization is able The optimum shape to unlimited needs and demands of customers answer would say industry leaders at And any organization that fails to harmonize with different environmental changes may be doomed So one of the main strategies of organizations in the process of finding the optimal point of their activity cycle is And this would not be possible without the proper coordination and interaction between members, Organization and its environment in which they operate.

Organizational culture

Numerous definitions of organizational culture is presented Is defined as the excess of 160 Some of the definitions of general concepts and some specific meaning of these words offer Below are a few points. Organizational culture is a pattern of basic assumptions Discovered that certain groups And invented Or developed so that the external environment and adapt their internal coherence Teach. If this model is efficient over time, is valid so that the correct way of perception, thought and felt about the problems of the new members.

1-An organizational culture, Learned a lot of common Is common in history And the structural strength symbol and development organization (Schein 1990).

2 - a set of beliefs Durable subscriber Through symbolic exchanges are mediated And finds meaning in the work life of people.

3 - Organizational culture is the fundamental assumptions and beliefs that are shared among the organization members

4 - organizational culture, values, beliefs, assumptions, myths, norms and goals that are widely accepted in the organization are implicated.

5 - is the organizational culture

The pattern of basic assumptions that have been studied sufficiently well defined and

And therefore new members

As the correct way of perception, thought and felt about their problems to be learned. (Ghasemi, B., Fall 2003, 414)

French of organizational culture as the informal organization has to offer. French believes that an organization is like the iceberg that is largely invisible. In this interpretation of what lies beneath the water culture is the concept of the role and functions of organizational culture is great. It is because product and process, it is cause and effect (Nerile, 2000: 20).

Content of organizational culture

Content of culture is ultimately derived from three sources.

First: the effect of a public institution, and specific to the industry environment is one component of the common assumptions. For example, companies in industries related to the rapid changes in technology, they are governing, such as electronics and computer companies have a culture that valued innovation are.

Second, the founders, leaders and staff join the organization when the organization they represent their own assumptions. These assumptions often experience the culture of the people in national, regional, ethnic, religious, occupational and professional associations depends. Three major issues facing organizations solutions to common assumptions that format. For example, The two companies may both cooperate and compete to honor their inner But one of them may be more emphasis on coordination in decision making and financial expertise to Whereas other domestic competition is over. Overall, the three main sources show that the cultural content of the combination of the previous hypotheses and new learning comes from experience. (Pierce and Robinson: First Edition, 1998, 414)

Looking at the current organizational culture

I think the culture, Perhaps you remember the people in your organization who have relationships with, how do its work, and "way of doing things in the" What. The most common view is that the culture of human relations in organizations. More of the claims questionnaire survey of culture, to issues such as communication, teamwork, relationships between the upper and lower levels of power and authority staff, and the rate of innovation that pay their own show. Type of cultural studies based on this view of the "Solidarity", "sex" or "inward and outward-looking than" or "soft on hard times and control measures," he says. At current, reducing layers of supervision, the communications side, the commitment and loyalty, synergy potential employees, and motivate a team to be included in the program of cultural change.

This view of culture to see just how dangerous it is tight. It is true that the cultural beliefs, Earth grows in human relations, but this is just a corner of the plantation culture. Way because they are unlikely to bloom in these programs, Cultural foundations of the organization behind the curtain that covered more is even possible to judgment, is empty. May I sample. A large insurance firm, the new CEO. His firm recently received one of the main issues, lack of innovation Saw it in some cases even with innovative options open, people may follow the old procedures. The background was detected with Vashkafy their past success factors, Thick book that guides people to find their way to see everything, Whenever the problem is and then arrange them in a manner completely resolved, And solutions are recorded in the book. Coherent system for book orders to reward workers who operate there.

Over the years, people had come to the conclusion that the book Handbook of victory. So for every new situation and in preparation of the new handbook is written. The book behind the book came out. Employed workers who had no interest in it and dry out the environment, I went to leave the organization, and only those who stayed loved structured environment. Former directors, were commendable because this procedure was indeed function in the organization was very effective. In other words, on all obvious that the best way was anything done is follow the instructions handbook. Over the years, people had come to the conclusion that the book Handbook of victory.

New CEO with respect to environmental changes, the firm received in the future will be faced with a situation that is not predictable and planned beforehand. It was necessary to move personnel during the wavy sea environment, learn how to think independently.

The various programs to reward innovation (including the Fund's establishment, the bonus for new ideas) will But did not result It was the general belief was that anything done the right way is to refer to the guidebook, And with the passing years, this opinion was sitting in the depths of layers of management and staff, I answered.

Believe in the working depth of the organization, reward systems, promotion systems, were intertwined and had deep effects on selecting new people. It requires changes in work organization, a deep evaluation, just, and inclusive of its culture. This evaluation, which should include aspects of culture?

Look deeper into the culture

Culture is a collection of beliefs common to all, John accepted the group learns during its life. Culture, after a successful stay. This single definition of culture does not help to understand the contents and common perspectives that have been raised before, perhaps you should go astray.

Cultural beliefs and time only to work within the organization is not relevant. But more importantly, is related to the organization toward a variety of environments in which it operates, how it sees itself. (Cheyenne, Edgar: Fall 2004, 52)

What is culture?

Organization life

Mission, strategy, goals

Organizational structure, systems, processes

Track curvature, and the Dress

Organization human network

Language and common concepts

Boundaries and group identity (insider and outsider)

Employee relations and powers

Reward and promotion system

Underlying beliefs about the Organization:

Man and nature

Human nature

The human locus

True time and space

Culture:

Stream originates from the organization's culture, the "national culture" in the Organization where it lives. Deep beliefs of the national culture, opinion and beliefs of the pore founders, leaders and members of the organization, its culture is reflected.

Olsen I, IC D-founder, American electrical engineer who was an individual competition (American values) had a firm faith, Adhere to strict ethics and good will And deeply believe that people can, and should be trusted. This reflects his belief in the reward system, reward and control IC D was observed. He also believes in personal responsibility and is not responsible or times when the manager saw it on the neck (the upper one) drops, was upset. IC D during their evolution, many of these aspects of American culture as reflected in a mirror....

SIBA - Gaygy supplemented Switzerland - German was a foot deep, so many beliefs and values of that land, Such as respect for superiors, a deep sense of responsibility, commitment towards the people who know more, and loyalty to the firm, and the individual (mixed with a deep faith, cooperation and teamwork), he reflects. Once while holding a workshop for managers SIBA - Gaygy, practicing "survival on the moon" before NASA gave the institution. This exercise shows how a group of thinking people think think most people even better. My Swiss colleague had This is why I have an entity Because Switzerland is more a result of the exercise of preemptory agree. From their perspective, only the Americans had to learn a lesson!

Organizations to understand the impact of national culture, to a more abstract aspect that anthropologists have come to see the comparison of cultures. These aspects can be reflected in the first curtain of culture (external effects), the organizations vision, but sometimes this reflects in the second screen (supported values) is not observed. Ironically, there is sometimes supported values of the organization, which is reflected in the organization is inefficient, especially in the field. The reason is that the organization is based on conflicting cultural beliefs. The flaw lies in the beliefs of the third screen, the screen will be the first and second aspects of which are incompatible. Then be paid to the question of motive or cause of deep and superficial aspects of daily behavior is For example, if the organization is supported by the language of teamwork But all systems of motivation, reward and control is based on individual responsibility, Organization can be said that, there is an underlying belief that someone cares, not to the team.

The tail of the potential synergy in the organization in which employees are affected, Administrators assign command authority, financial information, and reserves the right to have decisions affecting the organization And employees are treated as a possible alternative source. This belief lies at the head of the sometimes difficult, but it is believed that the origins of culture. (Cheyenne, Edgar: paizi 2004: plate 70)

What is the organizational structure?

The organizational structure of the division of responsibilities and decision-making levels in the organization or in other words, is the organizational chart. While the organization - how to define work activities and workflow within the organization.

Two organizational structure and task-oriented basis in this process compared with And the process of moving to a process described as the multitasking. Using (organizational structure) do formally divided, grouped and coordinated work, for example, from the distant past, Johnson & Johnson company, has divested activities into semi-independent units, and to organize things in terms of product type managers of different units relative freedom of action (the decision) is given.

When managers are trying to plan the structure of the six factors, or to the main body. These include: the division of labor, Classification tasks, Chain of command, Or control of the territory, Centralization and decentralization And finally make things official Each of these elements in the following chart with respect to any particular structure is presented. The six pillars or the main factors we describe below.Planning organization, managers must respond to the following six cases:

- | | |
|---|------------------------------------|
| 1- To what extent should the work be divided? | Specializing in work |
| 2 - a combination of things should I be on? | Grouping tasks |
| 3 - individuals and groups who have reported their work? | Chain of Command |
| 4 - How many employees a manager (an effectiveAnd with high efficiency) or supervising the administration?
Or control of the territory | |
| 5 - Who or what those decisions are right? | Centralization or decentralization |
| 6 - What a bunch of rules that guide people? | The official rate of |

Division of labor

In the early years of the twentieth century, Henry Ford, the car produced by an assembly line came to fame and riches. Each worker was assigned to the frequent company-specific work, For example, one only needs the right front wheel in front of the car and other personal right to install. Dividing things and bringing them to the standard, which should be repeated over and over, The company was able to produce cars with very high rates of speed and skill of each worker only of limited use. Ford showed that if workers in specific job skills to find a high degree of efficiency increases. At the present time for the division of tasks into smaller components, or the so-called "working groups" are used.

The purpose of this work is divided;

Instead that all work be done by one person Should it be divided into several stages and each stage will take a special person. In fact, people do only a limited or specific parts of their specialized work and not work at all. In the last years of the 1940s,In most manufacturing companies and industrial companies, Were assigned to work accurately. Management as a means for applying the skills of employees, Efficiently, will be considered. In most organizations, businesses and individuals need to be carefully divided in specific fields with a high skills are

And in some cases do not require high skills in teaching and learning. If workers need to learn all the skills, As a result, workers in the skills needed to work in the lower surface (except when the type of skills required may be very complex Yakar).Since the wages of skilled workers is higher than workers without skills, A highly skilled worker in that case to upper right, and vice versa, Appointment to the other things that do not require high skills, and thereby the efficiency in resource use, reduced.

Managers should also organized to other aspects of efficiency, through division of labor, is obtained, are given. Repetition causes the person to improve skills and be able to work more aggressively to do successfully. If workers have the necessary skills during the activity, extra devices will discard And can be quickly prepared to do other work.

What is of less importance, View courses and learning skills which can enhance organizational efficiency. If the organization is seeking to hire people and teach them that do repetitive tasks,, Compared with the training of people for different tasks, consumption appears to lower costs. This is especially true for the type of work is highly complex and requires expertise. For example, if you were to produce a complete aircraft (of Education), a person can do all things, Took almost a year that will produce such an aircraft. Finally, the division of labor will increase efficiency and productivity and thereby the people encourage creativity and innovation (to provide better ways) can be.

In half the years of this century, directors, assigned to work as an endless source of production or increasing productivity knew. They are thought to be partially true. Because a large amount of expertise and special skills in the shadows, production and productivity, increased. But in the 1960s, evidence was obtained to reduce efficiency (not only economic savings) was used to fatigue, illness, stress, reduced productivity, poor quality, increased absenteeism and high mobility of workers and this was manifest economic savings in such cases, managers could increase efficiency by expanding the range of occupational activities.

Why have different organizational structures?

Organizational structures and bureaucracy can be as standard or as an organization to operate without borders.

A mechanical model of organization which call The concept of bureaucracy is synonymous with the organization and its work is very formal, Limited information network, and things have been divided based on circles. Employees in the organization the lower class cannot participate in the decision process.

At the other end of the spectrum, there is a pattern to the organic model. This structure has many similarities with the organization without borders. The structure is a horizontal surface The team is composed of members with expertise in different levels of organization have been Recognition is extremely low and the network have very extensive information. The top-down communication networks, Top and bottom horizontal travels and people can have active participation in decision-making process.

What forces could determine whether the organization structure of the model is mechanistic or organic? Considering these two models give answers to such questions.

Difference between mechanical and organic structures

Organic structure of the	mechanical structure
Scattering in the horizontal level is low	The units are scattered in the horizontal surface.
Cooperation and synergies (both horizontally And vertical) is high	very precise and flexible relationships Job descriptions are clear
Duties and flexible	Formal affairs, and things are very standard
Many things are not official. And works	is formal communication channels.
Are not standardized	System of decision making is centralized

(Robbins, Stephen follows: Spring 2001: page 313)

The relationship between strategy and organizational structure

Organization structure means that management can use it to achieve its objectives. Determining the overall strategy Hdhfast organization, which is reasonable between strategy and structure, there is close relationship.If management wants to give a major change in strategy Should be amended to change the organizational structure was to be approved.

Most organizations in their strategies to the three dimensions are given below: Innovation, Lower costs And imitation, and thus its structure can be designed in such a way For each of these dimensions are suitable. How the organization intends to deliver a new product or service? Innovation strategy does not mean Or with the products and services may be different than previously disclosed. Obviously, not all companies are seeking to innovate and release new product or service. If a strategy is certainly appropriate for an international company for a small company that publishes the magazine, would not be appropriate.

If the organization wants to implement a strategy to reduce costs, Comes up on trying to control costs And marketing expenses or any kind of innovation that will increase the total costs can be avoided And attempts to reduce the price. This strategy of retail companies that form a chain across the vast territory of the United States are engaged.

If your organization is trying to work on strategies to mimic others Finally, your attempt to bring it up to use both strategies mentioned. The lowest possible risk to the organization brings and the opportunities presented by increasing profits, take advantage of them.

Organization size and organizational structure

There is much evidence that the size or magnitude of the severe effects of puts on its structure. Large organizations (those that are in principle more than two thousand employees) are doing more specialized work, in terms of their structure is composed of circles, with multiple vertical levels are compared with small organizations, with many rules and regulations are but this is not a straight line, but the loss rate on the structure of the organization affects. The larger the organization the size of the structure decreases. Why? Basically, when about two thousand employees to reach the mechanical structure is almost And the five hundred other people to be added, cannot put on much of the structure. The addition of five hundred members of an organization that only has three hundred members of the Suddenly it is that the mechanical structure.

Hypotheses

- 1 - between participatory culture and organic structure of the relationship (positive) exists.
- 2 - organic relationship between culture and structure flexibility (positive) exists.
- 3 - The relation between mechanical structure and bureaucratic culture (positive) exists
- 4 - mechanical relationship between culture, mission and structure of (positive) is

METHODS

Since in this study Researcher seeks to identify and assess aspects of organizational culture and its relationship with the organization structure of bank employees is prosperity in Kermanshah, This research is based on descriptive research study is a survey of the bundle branch.60 members of the statistical population using the sample table 52 is Morgan. Data for this study were collected from the following two methods

Library method: This method of collecting information about the study of literature and history books, dissertations, articles, databases and Internet sources were used.

Field methods: In this method, using a questionnaire and distributed it among the sample data about the relationship between organizational culture and organizational Basakhtar obtained Alvnn questionnaire for measuring organizational culture, and others (2008) And organizational structure of the questionnaire to measure Rndsyyp (1979) have been used;

Both the first questionnaire was distributed among 30 employees. These individuals were selected according to the researcher and the questionnaire with questions about the appropriateness of research, Appropriate classification and clarification of questions, including the opinions of the individuals were used, That the exchange of ideas and thought with interviews and discussions carried out over every single question. In this study we describe and analyze the data collected, Of descriptive and inferential statistics were used. The normality test using the test data using tests Kolmogrov - Smirnov was. Describe and analyze the collected data, descriptive and inferential statistics were used. Tests used in this study include Smirnov and chi-square test is Kolmogrov.

Test Kolmogorov - Smirnov

In order to determine the type of test used to evaluate the research hypotheses must be normal or abnormal data assumptions, weThen, using parametric or nonparametric statistical results of this test method for testing the hypothesis we can use

Table 1. Test the Kolmogorov – Smirnov

$H_0 : \rho = 0$		Distribution of observations follows a normal distribution		
$H_1 : \rho \neq 0$		Distribution does not follow a normal distribution of observations		
Test	Sig value	The test statistic	The samples	Variable
Normal distribution	.278	.993	52	Organizational culture
Normal distribution	.809	.639	52	Organizational structure

As seen in Table 1 do The test statistic at the 0.05 level is less than the critical value Therefore, the zero hypothesis against the hypothesis that normalizing the data and the data is not indicative of normal, Be rejected. Therefore, normalizing the data to test this hypothesis, Spearman's test is used.

Research findings

First hypothesis

significant relationship between organic structure of participatory culture (positive) exists. Is H0: significant relationship between organic structure of participatory culture (positive) exists. Assume H1: organic structure relationship between participatory culture (positive) does not exist.

Table 2. chi-square statistic

Asymp. sig	df	chi - square	
.000	4	163.474	The first research hypothesis

According to the model of Table 2 with the chi-square statistic (k2) of the table equal to 474/163 is compared with RA but X (k2) in the standard alpha level / 05. And degrees of freedom 4 = 1-5, which equals 48773/9 is specified chi-square statistic (k2), which were equal to 474/163 <chi-square statistic (k2) table of Astandardk:h

48773/9 is Based on that assumption H1 states a relation between the organic structure of participatory ulture (positive) does not exist Been rejected And assume the opposite, ieH0, which says it is a significant relationship between organic structure of participatory culture (positive), Consequently we will so that there is significant relationship between organic structure of participatory culture. Given the dramatic difference between these two numbers as well as its strong relationship

Second hypothesis

There is a significant relationship between culture and organic structure flexibility.

Is H0: organic relationship between culture and flexible structure meaningful (positive) exists.

Assume H1 : organic relationship between culture and flexible structure meaningful (positive) does not exist.

Table 3. chi-square statistic

Asymp. sig	df	chi - square	
.000	4	169.672	Second research hypothesis

According to the model of Table 3 with the chi-square statistic (k2) of the table equal to 672/169 is compared with RA but X (k2) in the standard alpha level / 05. And degrees of freedom 4 = 1-5, which equals 48773/9 is specified chi-square statistic (k2), which were equal to 672/169 <chi-square statistic (k2), which equals the standard table 48773/9 is Based on the assumption that says H1 Organic relationship between culture and flexible structure meaningful (positive) does not exist Been rejected And assume the opposite, ie H0, it is said that organic relationship between culture and flexible structure meaningful (positive) is Be accepted. Consequently we will, therefore, that there is a significant relationship between culture and organic structure flexibility.

The third hypothesis

Bureaucratic culture and there is significant relationship between the mechanical structure.

Is H0: Mechanical structure of the relationship between culture and bureaucratic significant (positive) exists.

Assume H1 : Mechanical structure of the relationship between culture and bureaucratic significant (positive) does not exist.

Table 4. chi-square statistic

Asymp. sig	df	chi - square	
.000	4	138/334	The third hypothesis

According to the model of Table 4 with the chi-square statistic (k2) of the table equal to 334/138 is compared with RA but X (k2) in the standard alpha level / 05. And degrees of freedom 4 = 1-5, which equals 48773/9 is specified chi-square statistic (k2), which were equal to 334/138 <chi-square statistic (k2), which equals the standard table 48773/9 is So this says is that the culture of bureaucratic structure H1 Mechanical significant relationship (positive) does not exist Been rejectednd that says it is the opposite, ie, assuming H0 Significant relationship between the mechanical structure and bureaucratic culture (positive) is Be accepted. Consequently we will, therefore, that there is significant relationship between the mechanical structure and bureaucratic culture.

The fourth hypothesis

Mechanical structure of the relationship between culture, mission and meaningful (positive) exists.

Is H0: mechanical relationship between culture, mission and structure of meaningful (positive) exists.

Assume H1 : mechanical relationship between culture, mission and structure of meaningful (positive) does not exist.

Table 5. chi-square statistic

Asymp. sig	df	chi - square	
.000	4	287.073	The fourth hypothesis:

According to Table 5 with the use of chi-square statistic (k2) of the table equal to 073/278 is compared with RA but X (k2) in the standard alpha level / 05. And degrees of freedom 4 = 1-5, which equals 48773/9 is specified chi-square statistic (k2), which test the 278.073 <chi-square statistic (k2) table of Astandardk·h 48773/9 is Based on

the assumption that says H1 Mechanical structure of the relationship between culture, mission and meaningful (positive) does not exist Been rejected And assume the opposite, ieH0, it is said that the relationship between culture, mission and structure mechanics meaningful (positive) is Be accepted. Consequently we will therefore Mechanical structure of the relationship between culture and there is significant mission.

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