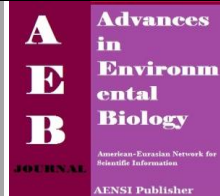




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The Study Of Philosophic Minds Of Managers And Its Relationship With Organizational Culture (Case Study: Staff Of Saderat Bank, Central Branch In Mashhad City)

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ABSTRACT

The study aims at the relationship between the philosophical minds of managers with organizational culture of employees in Saderat Bank. The methodology is done in the area 4, Mashhad. Then, the purpose of the current study is to gather data on attitudes and features of Saderat Banks in area 4 of the city. The purpose of the study is correlational, as well. Statistical population is a total number of the bank's employees of the orbit, which have amassed by the research and statistics center on Saderat Bank. The statistical population of the study is all the male/female employees, managers of the branch, and the chief of the central branch in Mashhad. The findings of the H1 show that there is a positive correlation between the flexibility feature of philosophic minds and adaptability. H2 show that there is a positive correlation among the features of flexibility, the totality of philosophic minds and attaining the goals. H3 shows that there is positive correlation among the features of flexibility, the totality of philosophizing, and adaptability of the working group. H4 shows that there is a positive correlation between the features of flexibility and customer-based. H5 shows that there is a positive correlation among the features of flexibility, philosophic minds in depth, and the power of organizational culture.

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INTRODUCTION

To accommodate the organization with global fluctuations and developments, and then holding them alive, it is all important for the managers to have philosophic minds and their relations with organizational culture. The thinking framework for the managers is important for the philosophic minds. This includes large sections of attitudes and the how of doing activities. Nowadays, knowing the organizational culture is of eminent importance for the employees and that can be regarded as a lifestyle of the organization in which people act upon, and that is a very vital matter for the company when considering the environment and changing. Therefore, to have any change and innovation in the constitution, the constitution.

should be paid particular attention to. In the last two decades, the organizational culture is one of the effective factors in speeding up industry and commerce, and that is why many scientists and researchers have done the study on. The organizational culture has a close tie with social culture, and covers the greater function of behavior and the organizational growth. To have fluctuations and stability for any behavior, there are many contributions in this regard. The organizational culture is as a collection of common beliefs and values which affect the behavior and thought of members of the governing body, and that can be a resource for innovation or an abstract for progressing. The values and organizational culture together have a unique relation. The proper and adaptable organizational values can contribute to the process of conducting the organizational activities. Since the cultural values and norms in place have their own internal authority, they can establish a unique power among the employees and as a sufficient tool to besiege the employees in attaining the general goals. Organizations should adapt themselves with the environment so that they can continue. Culture used as a means of describing human community, but there is less on organizational culture in recent years. Since the 1980s, following latest commons and inquiries, management of organizational culture is a lot more important. One of most important organizational resources is human resource. The employees of the organization are to play a key

role in furthering the goals. They can improve the organization goals with their doing correct duties. Individual sufficiency in the company is considerably as outcomes of organizational images, values, and beliefs. In other words, that originates from organizational culture. Psychologists believe that each soul has its own personality and that is a succession of constant features. When we say that we are warm blooded, creator, or conservative, in fact; we are talking about features of personality. In the last two decades, many management scientists believe that an arrangement possesses a sort of personality, which is called the organizational culture. In the same decade, a number of scientists accept the role of culture on organizational performance. In that instance, there are many different definitions of organizational culture, and yet a torrent of researches on organizational culture upon sufficiency. This study demonstrates that civilization is a complicated matter and its role insufficiency and performance is central. Some see culture as a simple issue and do not take its role and aspects into account, but on the other way around; organization is a cultural phenomenon and has different cultures. To put in other words, today's organizations in all rural areas need adequate staff and managers to meet their goals for developing in all corners, and each organization has a mixture of sub-culture, which is thinkable. A manager as an official representative of an organization, in order to increase the sufficiency, is on top; the success of that organization is through managing in a well- done way. Accordingly, each single cultural, economical, and social progress is up to right management in the community and the other organizations. Leading an organization in addition to planning, organizing, and controlling is one of the essential roles of a manager in a constitution. To lead the employees, the managers utilize many different approaches and sometimes contradictory which results in thought and ideas. Consequently, the leadership style of a manager is as a sample behavior when acting the other staffs. The findings of many other studies indicate that the relationship between used styles by the managers or its perception by the followers have affirmed by means of factors like attitudes, personality/ individual characteristics, weaknesses, and abilities. Management, on the other side, is a mysterious and complicated process to which many ordinary people and researchers pay attention. However, ordinary people are seeking great managers with whom they can survive from the darkness of life and proceed towards eternal life. Researchers attempt to analyze aspects and different factors pertaining to managers' thoughts so that they may take on the person's needs. Considering the recent management science, the researchers have increasingly analyzed the organizational culture and management approaches. In addition, the managers or leaders of an organization are attempting to recognize influential factors on organizational usage. In management, Leading in organization in addition to planning, organizing and controlling, and supervising is one of the mandatory obligations of a manager, and has an important role insufficiency. That is going to have of high significance that managers looked at the apple's eyes of the organizational leaders, and research is being done in financial firms in this case since many non-governmental institutes and counseling researches have made use of that knowledge. In our country, unfortunately; this case is not more paid attention in the way that it should be. The managers and masters of management are less aware of theories, models, and the concepts of philosophic mind. Therefore, many organizations are managed by trial and error test. Then, adding organizational culture of institutes without attending to the use of capabilities in staff, building motivation, and harmonizing individual goals with the organization and persuading innovation is not to be scientific talks. Since the organizational culture particularly in financial centers is an important factor of developing and a hidden competition among countries, and as well as, the main duty of managers is to increase organizational culture, therefore; the researcher comes to this point that he analyses philosophic minds of managers and its relation with the organizational culture of employees, Saderat Bank, Mashhad Central Branch, as a major sample representative of that community. Review of the literature Mashbaki, Shojaee [6] found that there is positive and high correlation between the organizational culture and social responsibility, and yet; the conceptual model of employees is the most effective feature upon social responsibility of an organization.

Dastgerdi [3] has done a study entitled as, "analyzing the organizational culture and its effect on the sufficiency of the human face of High education and culture ministry" to get MA thesis. To the attained data and its analysis, formal, and contract-based employees of six official/back up areas, educational/training, cultural/student, law people, legislative body, and religious school were analyzed. The researcher concluded that there is a large gap between the features of present culture and high-quality one in case of leading and directing. He suggests that the directors should take into account two factors including the features of targeting and usage.

Zeinali and Jahandar [15] in their MA thesis as, "the organizational culture relationship with the management approach from a viewpoint of teachers in high schools of Kermanshah" have measured the features of the organizational culture. The findings showed that there is a relationship between management style of schools and the organizational culture. Yet, management style is one of the factors enforcing organizational culture. Recognizing these factors makes areas /office management applies with more recognition and precision.

Yadegari [13] to examine the educational manager's minds and its relationship with their managing duties, and testing the hypothesis that those managers who possess philosophic minds are of those who have more capability to do. In addition, Yadegari [13] stated that there is a relationship between the philosophical minds of the directors and their execution. Yadegari has done a research on 379 teachers in state female high schools in Tehran city, and used a questionnaire for gathering data. The results of data analysis were done by Pearson

correlation and t- One Sample and accepted both hypotheses.

Kajvari, Ja'afar Nejad, and Hossein Zadeh in "determining the relationship between the organizational culture and job satisfaction" cleared the relationship between two variables as the organizational culture and job satisfaction of employees in the national company of oil materials, Iran, the west part of Mazandaran Province. The findings, in fact, showed that six variables as identity, relational design, unique, control, reward system, and leading have the most direct effect on job satisfaction, in turn. Moreover, the variables as creativity, ability to risk, management support, and incongruous have no effects on dependant variable.

Abzari, Abbassi, Haghshenas, and Ansari [1] in a study as, "the analysis of the effect of individual-organization and organizational culture on the organizational behavior of the faculty members of Universities (Shahid Bahonar-e- Kerman Uni., case study)" have affirmed this relationship. However, among the values and tend to quit; corresponding between goals and tend to depart; and corresponding between working place/organizational behaviors insignificant level of 5% there is no significant difference. There is a direct and productive relationship between type of organizational culture and individual-organization corresponding. Fattah, Yadegari, Ferdous, There, Mohammadi, and Ghaed [4] in a study as, "philosophic minds of managers of different regions at Islamic Azad University" believed that there is a difference among the philosophical minds of directors in 12 districts at IAU, and ultimately, based on one-way variance analysis and LSD follow up test it shows that there is a significant difference among the philosophical minds of managers at IAU for each country.

Yazdkhasty and Rezaee [14] in a study, "the analysis of the proportions of the philosophical minds of managers and their assistants' attitudes based on their performance" stated that there is no relationship between the rates of philosophic minds of managers and their execution. Adding that there is no significant difference between managers' performance and philosophic mind's level (low, high).

Taghipoor and Tavakoli [11] in a study as, "the analysis of philosophic minds of the managers with the performance of teachers of high school in area 4, Tehran found that 73/8% of managers have an average philosophic mind. There is a significant difference between the philosophical minds of teachers and their performance with a confidence level of 95% and correlation coefficient of 0/381%. The regression variance model showed that philosophic minds of teachers have a 14/5% of variance of performance variables. In addition, in total, 16% of performance fluctuations of teachers by the dimensions of philosophic minds were predicted, and yet, flexibility and totality of philosophic minds have the most effect on the performance of teachers.

'The study of kinship between the philosophic minds and creativity of school principals', Saeid Farahbakhsh. This paper results showed that primary school principals were higher as compared to guidance and high school principals with regard to the philosophic minds as well as creativity. There was no relationship between philosophic minds and creativity of principals on the subject of age, gender, and field of study, as well. Wiewiora, Trigunaryah, Murphy, and Coffey [12] have confirmed the relationship between organizational culture and knowledge sharing behaviors. However, less research has been conducted on the impact of project sub-cultures in relation to the sharing of knowledge between projects, particularly in project-based organizations (PBOs). The unique structures and contexts characterized by PBOs indicate the need to investigate the impact of cultures present within PBOs and their effect on knowledge sharing. We report on a rich case study of four large Australian-based PBOs whereby the cultural values of these large systems were seen to impact significantly, on whether project teams were more or less likely to improve interproject knowledge sharing.

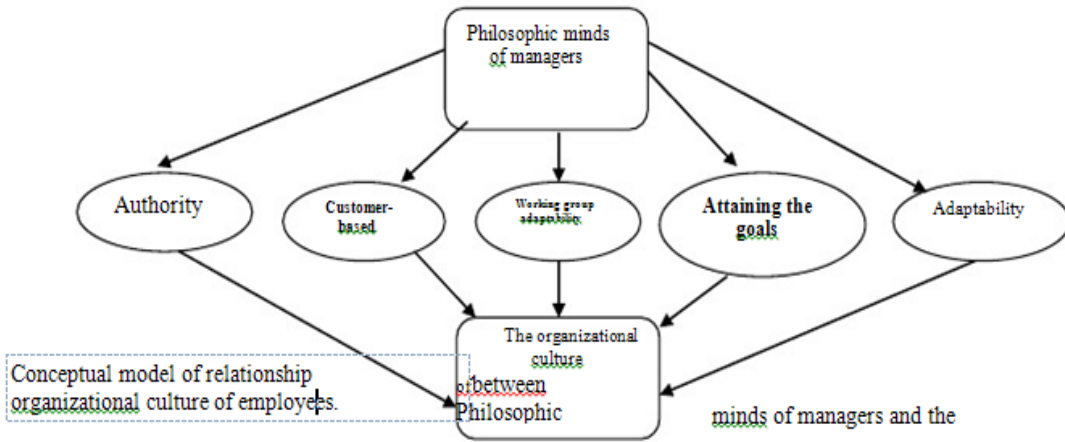
Jacobs, Mannion, Davies, Harrison, Konteh, and Walshe examined the relationship between senior management team culture and organizational performance in English acute hospitals (NHS Trusts) over three time periods between 2001/2002 and 2007/2008. We use a validated culture-rating instrument, the Competing Values Framework, to measure senior management team culture. Organizational performance is measured using a wide range of routinely collected indicators. We examine the associations between organizational culture and performance using ordered probity and multinomial logit models. We find that organizational culture varies across hospitals and over time, and this variable is at least in part associated in consistent and predictable ways with a variety of organizational characteristics and routine measures of performance. Moreover, hospitals are moving towards more competitive culture archetypes, which mirror the current policy context, though with a stronger blend of cultures. The study provides evidence for a relationship between culture and performance in hospital settings.

Farahbakhsh [4] investigated the relationship between the philosophical minds and the amount of school principal's creativity. In addition, the survey aimed at comparing the difference between philosophic minds and the principal's creativity in relation to their age, gender, field of study and level of school, namely, primary, junior (guidance), and senior (high school). The study employed a descriptive method of inquiry.

Mohammadi and Youzbashib [8] did research on the subject of the relationship between Philosophic- mind and leadership styles of managers of physical education positions in Iran. Community of this research includes the totality of managers and assistants of Physical education offices which similar sample to it 108 people were selected at random.

The discoveries of this research indicate that there is a divergence between various styles of management

and philosophic-mind there is a difference between various styles of management and philosophic-mind (deep thinking) in physical education offices in the nation. There is fundamental difference between various styles of leading and philosophic- mind (flexible) of managers of physical education offices. There is a negative correlation between the base-level of philosophic-mind with the imperative style of management. There is a direct correlation between the base-level of philosophic-mind and benevolent, advisory and cooperative ways of management.



Hypotheses:

1. There is a relationship between the three dimensions of philosophic minds of managers and the adaptability dimension of organizational culture of employees of Saderat Bank.
2. There is a kinship between the three dimensions of philosophic minds of managers and attaining the goals dimension of organizational culture of employees of Saderat Bank.
3. There is a kinship between the three dimensions of philosophic minds of managers and adaptability of a working group of employees of Saderat Bank.
4. There is a kinship between the three dimensions of philosophic minds of managers and customer-based on the organizational culture of employees of Saderat Bank.
5. There is a kinship between the three dimensions of philosophic minds of managers and the authority dimension of the organizational culture of employees of Saderat Bank.

Research method and statistical population:

The study is about of correlations one. Statistical population is a total number of the bank’s employees of the area, which have gathered by the research and statistics center on Saderat Bank _ it has 1000 staff in 2010 _ , consequently; the statistical population of the study is all the male/female employees, managers of the branch, and the head of the central branch in Mashhad.

1. H1: there is a relationship between the three dimensions of philosophic mind of managers and the adaptive dimension of organizational culture of employees of Saderat Bank.

Table 4-6: A brief of Regression Analysis pertaining to the prediction of adaptability of the organizational culture based on philosophic minds (3 features).

Dependent variable :adaptability		Predictors			
Significant level	Standardized coefficient	Beta	Estimated standard error	B	
...	-.933	---	-.774	-.300	Fixed number
.748	.322	.400	.182	.127	Thoughtfulness
.063	.080	.173	.183	.148	Totally
...	4.372	.779	.121	.027	Flexibility

R = .789 R² = .791 converted R² = .789 F = 13.717

According to the table data 5-6, the value (0.791) shows that 79% of the fluctuations of the variance as adaptability and change by philosophic minds (3 features) are somehow attentive. The value of observed R indicates that the linear regression model can be used as a predictor. Moreover, the proportion of the observed F

(73.616) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and adaptability, and one of the regression coefficients is significant.

The data of table 4-6 shows that among the three features, Beta coefficient of flexibility (0.527) and t is 4.362 and a significant level of 0.000 and a confidence level of 99% are significant. Regarding that Beta coefficient is positive, there is a positive correlation between the features of flexibility and adaptability. In other words, increasing the flexibility results in increasing the adaptability.

Regression equation:

Adaptability: $-5.350 + 0.527$ (inflexibility) H2: there is a relationship between the three dimensions of philosophic minds of managers and attaining the goals dimension of organizational culture of employees of Saderat Bank.

Table 4-7: A brief of Regression Analysis pertaining to the prediction of attaining the goals of the organizational culture based on philosophic minds (three features).

According to the table data 5-7, the value (0.738) shows that 73% of the fluctuations of the variance as adaptability and change by philosophic minds (3 features) are somehow thoughtful. The value of observed R (0.859) indicates that the linear regression model can be used as a predictor. Moreover, the ratio of the observed F (27.501) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and attaining the goals, and one of the regression coefficients is significant.

The data of table 4-7 shows that among the three features, Beta coefficient of flexibility (0.557) and t is 2.787 and a significant level of 0.006 and totality (0.516), and t is 3.664 and a significant level of .000, and confidence level of 99% is significant. Regarding that Beta coefficient is positive, there is a positive correlation between the features of flexibility and adaptability. In other words, increasing the flexibility and totality cause increasing the attaining the goals.

Regression equation:

Achieving the goals: $-4.706 + 0.557$ (inflexibility) H3: there is a relationship between the three dimensions of philosophic minds of managers and adaptability of a working group of employees of Saderat Bank.

Table 4-8: A brief of Regression Analysis pertaining to the prediction of predicting adaptability of a working group of the organizational culture based on philosophic minds (three features) Dependent variable: adaptability of working group Predictors Significant t Standardized Non-standardized level coefficients.

According to the table data 5-7, the value (0.738) shows that 73% of the fluctuations of the variance as adaptability and change by philosophic minds (3 features) are somehow thoughtful. The value of observed R (0.859) indicates that the linear regression model can be used as a predictor. Moreover, the ratio of the observed F (27.501) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and attaining the goals, and one of the regression coefficients is significant.

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Regression equation:

Achieving the goals: $-4.706 + 0.557$ (inflexibility)

H3: there is a relationship between the three dimensions of philosophic minds of managers and adaptability of a working group of employees of Saderat Bank.

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Regression equation:

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Positive correlation between the features of flexibility and totality. In other words, increasing the flexibility and totality cause increasing the adaptability of the working group.

Regression equation:

Adaptability of the working group: $-4.709 + 0.582$ (inflexibility) + 0.472 H4: there is a relationship between the three dimensions of philosophic minds of managers and customer-based on the organizational culture of employees of Saderat Bank.

According to the table data 5-6, the value (0.749) shows that 74% of the fluctuations of the variance as adaptability by philosophic minds (3 features) are somehow thoughtful.

The value of observed R (0.865) indicates that the linear regression model can be used as a predictor. Moreover, the ratio of the calculated F (39.820) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and customer-based, and one of the regression coefficients is significant.

The data of table 4-9 shows that among the three features, Beta coefficient of flexibility (0.507) and t is 2.589 and a significant level of 0.010 at confidence level of 99 percentage are significant. Regarding that Beta coefficient is positive, there is a positive correlation between the features of flexibility and customer-based. In other words, increasing the flexibility causes increased the customer-based.

Regression equation:

Customer-based: $-4.950 + 0.507$ inflexibility

H5: there is a relationship between the three dimensions of philosophic minds of managers and the authority dimension of the organizational culture of employees of Saderat Bank.

Table 4-10: A brief of Regression Analysis pertaining to the prediction of the authority of organizational culture based on philosophic minds (three features)

$R = 0.883$ $F = 47.807$ $R^2 = 0.779$ R^2 converted = 0.777

According to the table data 5-10, the value (.883) shows that 88% of the fluctuations of the variance as adaptability by philosophic minds (3 features) are somehow thoughtful. The value of observed R (0.883) indicates that the linear regression model can be used as a predictor. Moreover, the ratio of the calculated F (48.807) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and the authority of organizational culture, and one of the regression coefficients is significant.

The data of table 4-10 shows that among the three features, Beta coefficient of flexibility (0.580) and t is 3.155 and a significant level of 0.002, and thoughtfulness (0.279) and at about 2.196, and a significant level of 0.029 at confidence level of 99% is significant. Regarding that Beta coefficient is positive; there is a positive correlation between the features of flexibility, thoughtfulness, and the authority on the organizational culture. In other words, increasing the flexibility and thoughtfulness cause increasing the potency of the organizational culture.

Determine the regression equation:

The authority: $-5.364 + 0.580$ inflexibility + 0.279 thoughtfulness

Discussion and conclusion:

H1:

According to the table data 5-6, the value (.791) shows that 79% of the fluctuations of the variance as adaptability and change by philosophic minds (3 features) are somehow attentive. The value of observed R indicates that the linear regression model can be used as a predictor. Moreover, the ratio of the observed F (73.616) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and adaptability, and one of the regression coefficients is significant. The data of table 4-6 shows that among the three features, Beta coefficient of flexibility (0.527) and t is 4.362 and a significant level of 0.000 and a confidence level of 99% are significant. Regarding that Beta coefficient is positive, there is a positive correlation between the features of flexibility and adaptability. In other words, increasing the flexibility results in increasing the adaptability.

Regression equation:

Adaptability: $-5.350 + 0.527$ (inflexibility)

H2:

According to the table data 5-7, the value (0.738) shows that 73% of the fluctuations of the variance as adaptability and change by philosophic minds (3 features) are somehow thoughtful. The value of observed R (0.859) indicates that the linear regression model can be used as a predictor. Moreover, the ratio of the observed F (27.501) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and attaining the goals, and one of the regression coefficients is significant.

The data of table 4-7 shows that among the three features, Beta coefficient of flexibility (0.557) and t is 2.787 and a significant level of 0.006 and totality (0.516), and t is 3.664 and a significant level of .000, and confidence level of 99% is significant. Regarding that Beta coefficient is positive, there is a positive correlation between the features of flexibility and adaptability. In other words, increasing the flexibility and totality cause increasing the attaining the goals.

Regression equation:

Achieving the goals: $-4.706 + 0.557$ (inflexibility)

H3:

According to the table data 5-8, the value (0.739) shows that 73% of the fluctuations of the variance as adaptability of a working group of philosophic minds (3 features) are somehow thoughtful. The value of observed R (0.860) indicates that the linear regression model can be used as a predictor. Moreover, the proportion of the calculated F (79.643) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and adaptability of the working group, and one of the regression coefficients is significant.

The data of table 4-8 shows that among the three features, Beta coefficient of flexibility (0.582) and t is 3.395 and a significant level of 0.001 and totality (0.472) are significant.

Regarding that Beta coefficient is positive, there is a positive correlation between the features of flexibility and totality. In other words, increasing the flexibility and totality cause increasing the adaptability of the working group.

Regression equation:

Adaptability of the working group: $-4.709 + 0.582$ (inflexibility) + 0.472

H4:

According to the table data 5-6, the value (0.749) shows that 74% of the fluctuations of the variance as adaptability by philosophic minds (3 features) are somehow thoughtful. The value of observed R (0.865) indicates that the linear regression model can be used as a predictor. Moreover, the ratio of the calculated F (39.820) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and customer-based, and one of the regression coefficients is significant. The data of table 4-9 shows that among the three features, Beta coefficient of flexibility (0.507) and t is 2.589 and a significant level of 0.010 at confidence level of 99% are significant. Regarding that Beta coefficient is positive, there is a positive correlation between the features of flexibility and customer-based. In other words, increasing the flexibility causes increased the customer-based.

Regression equation:

Customer-based: $-4.950 + 0.507$ inflexibility

H5:

According to the table data 5-10, the value (0.883) shows that 88% of the fluctuations of the variance as adaptability by philosophic minds (3 features) are somehow thoughtful. The value of observed R (0.883) indicates that the linear regression model can be used as a predictor. Moreover, the ratio of the calculated F (48.807) at a confidence level of 99% is significant. Thus, there is a substantial relationship between the three variables of philosophic minds and the authority of organizational culture, and one of the regression coefficients is significant.

The data of table 4-10 shows that among the three features, Beta coefficient of flexibility (0.580) and it is 3.155 and a significant level of 0.002, and thoughtfulness (0.279) and at about 2.196, and a significant level of 0.029 at confidence level of 99% is significant.

Regarding that Beta coefficient is positive; there is a positive correlation between the features of flexibility, thoughtfulness, and the authority on the organizational culture. In other words, increasing the flexibility and thoughtfulness cause increasing the potency of the organizational culture.

Determine the regression equation:

The authority: $-5.364 + 0.580$ inflexibility + 0.279 thoughtfulness

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