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## The correlation between organizational culture and job satisfaction of employees in biotechnology production companies

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### ABSTRACT

*This study examined the correlation between organizational culture and job satisfaction of employees in biotechnology companies'. Components of organizational culture include cultural mission, continuation of culture, cultural adaptation and participatory culture. This study had practical purpose and in terms of performance and data collection was descriptive – survey. The research group individuals were employees of biotechnology production companies. Due to the limited statistical society, enumeration sampling method was used. Research tools include Dennison questionnaires for organizational culture, and Dunnett et al., (1996) regarding job satisfaction. Data analysis was performed by using SPSS software. The results demonstrate that there was significant correlation between organizational culture and job satisfaction.*

**Keywords:** Culture; organizational culture; job satisfaction; biotechnology production companies

### INTRODUCTION

Changing conditions and quite governing on organizations, increased competition and Effectiveness necessary in such circumstances, they require generation of valuable employees is more evident. Their generation will be remembered as the soldiers. The staffs without any doubt, these distinctions of effective organizations from the non-effectiveness organizations are considered. They know the organization, as their homeland and to achieve those goals, In addition his official acted without any prospect and should not effort hesitate (Sardari, 2004: 48).

Organizations as pillars of contemporary social expectations have played a decisive role in their communities and human resources are the most valuable resource for organizations is considered. Hence, in order to increase productivity and organizational effectiveness, attention to the needs of employees and physical and mental health and their satisfaction is especially important. Organizational culture as an important component and the fundamental structure of an organization is considered. It is Social reality that based on the unique interactions of members is formed (Smircich, 1983:1036).

Beneficial organization's culture has a positive impact on employee performance. In fact, development of organizational culture, sense of identity and commitment will facilitate and also increases the stability of the organization (Chiang *et al.*, 2010:1).

The impact of organizational culture on employer's organizational members is so high, that it can be compared by examining aspects of how emotions, Behavior and attitudes of its members will realize and their reactions about future events can be predicted.

In previous studies, strong relationship between organizational culture and personal effectiveness, and leadership effectiveness has been observed (Kwants & Boglarsky, 2007; 204). In fact, organizational culture is an integral part of the organization (Rahim nia & Alizadeh, 2008:152).

With regard to the employees who are work in the organization, Have a significant role in organizational performance. And also satisfy of employees from their organization, a significant role in the efficiency and have important role in organizational performance. It seems that sentiment, Positive attitudes in relation to organization and their jobs can lead to many problems within the organization. Also, when a person has a high job satisfaction, this means that person has good feeling about it and has great value for his job. The results show that employees with higher job satisfaction, in terms of physically and mentally are in good condition (Zamini *et al.*, 2011:31).

Despite a strong and cohesive culture, while employees have more information about the objectives and strategies of the organization respect to values and norms, their sense of responsibility and commitment along with strong management that improves morale Motivation of organizational performance and finally will employee productivity. Rich organizational culture, as well as a strong force and energy with efficient human labor resources can lead organization. Sentiment and same perception for the purpose of an organization is important and provides a strong incentive for employees and morality and spirituality in environment organization will systematic returns. So that the number of researchers believes that cultural that for employee's status and values is concerned and will be cause boost morale and job performance (Nasiri poor *et al.*, 2008:18).

Previous studied was show that between organizational culture and job satisfaction, there is correlation and solidarity. Type of organizational culture on people's satisfaction level is effective. If organizational culture is strong and between demands of the employees and organizational culture, there must be consistent and compatible, job satisfaction will increase. In addition, demands of the employees and organizational culture, there aren't any consistent and compatible, job satisfaction will decrease. Lack of job satisfaction cause problems and adverse consequences such as: Transport, desertion, absenteeism, apathy work, and loss of motivation and morale and more will follow. So the question that arises in this study is that: << **what is correlation between organizational culture and job satisfaction of employees in biotechnology production companies?** >>

## 2) Theoretical Background and Literature Review

Organizational culture as a system of knowledge and standards that a clerk in accordance get with the organization's values and needs are considered (Blue, 2010:5). Organizational culture set of beliefs, Norms that will guide the thinking and actions of employees in the organization (Allison and Asvnygsn, 2008:38). Organizational culture as common and basic assumptions can be defined that an organization has learned, While comes along with the environment and problems of compatibility with the external environment and integration internal environment to salve, for new members as the correct way teach them to solve problems (Alalvi *et al.*, 2007:24).

### 2-1) the effects of organizational culture

Oscar (1998) believes that Strong organizational culture will bring many benefits for the organization. Benefits such as:

- Ability to maintain employee commitment to something beyond itself.
- Provide guidance to members of the organization through which they can select appropriate activities.
- Create a resource for meaning, identity and involvement of employees (Kaiser, 2008:12).

Organizational culture has economic benefits that four dimensions of culture, which describes economic benefits, include:

- 1- Exposed to be seen.
- 2- Constancy and stability
- 3- Extension
- 4- Proportion

Exposed to be seen to external elements that cause the rules of organizational culture is visible and tangible. Extension refers to a number of cultural rules and Constancy and stability refers agreement between management and labor, what will be the true form of cultural rules. Ratio as a measure for evaluating the appropriateness of organizational strategies to be used (Clark, 2009:2).

## 2-2) Job Satisfaction

Job satisfaction is a pleasurable or positive emotional state that Individual assessment of his job or his job experience will result (Rollinson, 2008:142). Job satisfaction as common subjects in all organizations is considered. The level of employees' attitudes toward their jobs, it is important for all organizations (Lio *et al.*, 2006 :106) . Attitudes are important in work, It directly and indirectly influence on work behavior (Nelson & Quick, 2008:120). Between in these attitudes, Job satisfaction is an important factor for increasing productivity, caring staff With respect to the organization, belonging and attachment to their work, And quantity and quality of work, good human relations in the workplace, Establish proper communication, raising the spirit of love and interest in work is considered( homan, 2002:3). Managers should for three reasons, attention to employee job satisfaction. First; it may exist be related between job satisfaction and productivity. Second; Job satisfaction is inversely related to the withdrawal or absence, finally, managers have a moral responsibility to provide employees for the jobs which Challenging, has an intrinsic reward, and is satisfactory (Robbins, 2009:12). Also, management in order to make correct decisions in prevention, and solve employees' problems is requires information about employees' job satisfaction (Newstrong, 2007:214). Job satisfaction is an essential component in the success of an organization. As organizations strive to continuously improve the performance of the whole organization, Level of job satisfaction of employees was critical that organization can achieve to its goals. When employees in an organization to express their dissatisfaction or unhappiness it may has a steep effect on organization. In organization that Most of the staff are very dissatisfied, the possibility of a work culture that encourages members to do things with all their abilities do not exist (Ambrgi, 2005).

## 2-3) Organizational culture and Job Satisfaction

Job satisfaction is a general attitude about his work. Who has the job satisfaction level is high, Positive attitude towards their job or career and who is not satisfied with their job, has a negative attitude towards the job. Job satisfaction is influenced by factors such as good working conditions, same wage, fringe benefit, challenging tasks, Favorable cooperators, Leadership and qualified manager are comply with the wishes of the individual goals (Robbins, 2007:43). Empirical studies have examined the effects of organizational culture on job satisfaction and Dependencies between the variables was showed. If the relationship between organizational culture and job satisfaction is stronger, it is represents a strong culture in the organization. If the association between organizational culture and job satisfaction is low, it is Represents a weak culture of the organization (Lund, 2003:23).

According to some studies, there is a correlation between culture and employees consent. However, this correlation is a function of individual differences. In summary it can be said that when there is a match between individual needs and organizational culture, satisfaction is high. For example, an organizational culture that focuses on individual tasks, there is no amount of supervision and strict control and employees are rated according to their success, and for people in their position requires greater success and the importance of autonomy in their work, this fact is more satisfying. Thus, satisfaction is a function of their perceptions of organizational culture (Davis, 1994:231).

## 2-4) Biotechnologies

Biotechnology words for the first time in 1919 by Karl Ereky, in the concept of Applied Biological Sciences and the effects on man-made technologies were used (Thanks to the presentations of this working miss doctor Amini). In general, any act of human intellectual creativity, Improve the supply of various products with using animals, particularly through their manipulation at the molecular level, in this area, most importantly, cleanest and most economical technology of the present century, biotechnology is used. Biotechnology such words are vocal in recent years. This word true or false in the sense of things is to apply for people. Biotechnology is the application of a general definition of organism or organisms or biological processes in manufacturing or service industries is considered. The simple definition of a new phenomenon is as follows: Integrated use of biochemistry, Microbiology knowledge and product technologies in biological systems due to the use of the interdisciplinary nature of science are studied. Another definition of biotechnology (biotech) has been described: Technique of living organisms to make or modify products, improving the quality and characteristics of microorganisms, plants or animals used for special applications. Biotechnology is an interdisciplinary science due to its inherent features. Application of such

knowledge in cases where the combination of ideas within a multidisciplinary collaboration leading to a new system. Background and methodology of its own and finally, there are interaction between the different departments of biology and engineering. Biotech is in the central core and has two components: A component in achieving the best catalyst for a particular process or function and other system components or catalysts or reagents that act on it.

- 1- Genesis Biotechnology
- 2- Traditional applications of biotechnology
- 3- Biotech Products
- 4- Education in Iran
- 5- References

The use of microorganisms to produce foods such as vinegar, yogurt, and cheese dates back over eight thousand years ago. The role of microorganisms in the production of alcohol, vinegar was discovered centuries ago that A group of French businessmen in search of a way to prevent ferment wine and beer with them when they move around with ship. Those from Louis Pasteur, ask for help. Louis Pasteur discovered that yeast in a vacuum can sugars converted to alcohol. This process is called anaerobic fermentation. And also found that, rancidity and contamination of those activities acetic acid bacteria that converts alcohol into vinegar. Industrial applications of biotechnology are including plant and animal breeding; provide bread, yogurt and cheese and production of antibiotics (antibiotics), Human insulin and interferon Laboratory Science, And now with the advent of recombinant DNA technology, Genetic manipulation and transferring genes from one organism to another or in other words, genetic engineering. Capacity utilization of this technology has grown so increasingly. Currently, with respect the population growth and need to provide food for this population is increasing and there is special attention to agricultural biotechnology and high yielding resistant variety of transgenic crops such as, corn, rice, soybeans, tomatoes, wheat will produced and application of modern biotechnology techniques have been effective in increasing production of milk and meat. Provide hygiene and health of the population of more than six billion inhabitants of the planet, through the production of recombinant drugs and vaccines, access to low-cost treatment of diseases, and find treatments of non cure diseases, faster and more effective detection of various diseases, including genetic diseases are duties of medical biotechnology. The new approach to the environment in this century and consider it as a part of the national capital countries and need to preserve it with using biotechnology techniques are human concern of the present century. Effective removal of harmful environmental contaminants with use of microorganism's refinery pollution and using the techniques of genetic resources is including biotechnology applications in the field of environment. Biotechnology applications in field of industry cause the cost of production and less energy and Leads to less waste and most importantly, it leaves little adverse effect on the environment cause these technologies will be remembered as one of the cleanest parts of the industry. Biotechnology also with other ways to produce products that previously did not exist or it has been extremely difficult has made possible.

## 2-5) Background research

In this study, we examined the correlation between organizational culture and job satisfaction of employees in biotechnology products companies. It was striking to note that in field correlation between organizational culture and job satisfaction of employees in biotechnology products companies, a little internal and external investigation was done and in this paper, we will evaluate this correlation.

As we see in Table 1 and 2, internal and external recent research conducted in the context of organizational culture and job satisfaction variables are given:

Table 1) Background of Internal research

Topic of study	year	researchers
The effect of leadership styles on job satisfaction of police personnel (staff study plan and budget Naja)	2010	Gholizadeh <i>et al</i>
Correlation between public health and managers' Emotional intelligence and teacher's job satisfaction.	2010	Bani Hashemian
Relationship between leadership style (transformational entrepreneurs, exchangeable, non-interventionist) Emergency medical technicians and managers job satisfaction.	2010	Ghorbaniyan <i>et al</i>
Relationship between organizational justice and job satisfaction among secondary school teachers in Bandar Abbas	2010	Zynalipoor
Relationship between personality characteristics and social support and job satisfaction in Ahvaz	2009	Askari
The Effect of exchange leader - follower on job satisfaction of employees Tehran branch of social security.	2009	Rasoli &shahabi
Relationship between organizational culture and organizational commitment Sarbandar mahshahr city tax office.	2008	maashi
Investigation of organizational culture and its relationship with the staff at the Department of Islamic voices media .	2007	Doostmohammadi
Relationship between organizational culture and creative director of physical education offices in East Azerbaijan Province.	2006	Alizadeh

Table 2) Background of external research

Topic of study	year	researchers
Relationships between organizational culture, team orientation, and patient safety climate within a specialty hospital and clinic system Walden University	2010	Liroth
Organizational culture, absorptive capacity, and the change process: Influences on the fidelity of implementation of integrated dual disorder treatment in community-based mental health organizations The Catholic University of America	2010	Maharaja
effects on teachers's self-efficacy and job satisfaction : teacher gender,years of experience and job stress	2010	Klassen
an investigation of the role of justice in turnover intentions job satisfaction and organizational citizenship behavior in hospitality	2010	Nadiri& Tanova
Coping strategies and job satisfaction	2010	Makcarti
A study of the relationship between transformational leadership traits and organizational culture types in improving performance in public sector organizations	2009	Flemming
test of a social cognitive model of work satisfaction in teachers	2009	Duffy &lent
analyzing work attitudes of chinese employees,Chinese management studies	2008	Wang,
the relation between teacher stress and effective coping	2006	Raschec
Biographical differences and job satisfaction of catholic primary school stuuf	2005	Cromic

## 2-5) conceptual model of research

Conceptual model of current research is theoretical study of research and identify existing models in the context of organizational culture, such as Denison model (2003). This model is new and complete and in this research was used. In present research, Organizational culture based on 4 dimensions of apostolic continuity, consistency and participation will be evaluated. This model was showed that cultural traits, behavior of management and even organizational strategies and several fundamental beliefs and assumptions can be linked with the environment. Then dimensions and parameters of the model to examine the relationship between organizational culture and job satisfaction was extracted then with review, critique and improvement of existing indicators and important point of this research was consideration to researcher. In this model, Organizational culture as an independent variable and job satisfaction as the dependent variable was considered.

Figure 1) conceptual model of research

Employees job satisfaction	Organizational culture	Apostolic Culture
		Continuity Culture
		Compatibility Culture
		Participatory culture

## Reasons of selection Denison model as a theoretical model

In this study, after study of recognition different models of organizational culture, Denison model was chosen as the theoretical model for present research. The main reasons for choosing the model as a research model in this study as follows:

- 1- Compared to the present and other models, Denison model is new and this model has treat basis.
- 2- Completeness of this model as measurement parameters and assessment of organizational culture.
- 3- The ability of Denison model at all organizational levels
- 4- In recent years this model of with management consulting firms and to assess the organizational culture of companies and organizations abroad is widely used.

The dimensions of the model will be explained:

### **1) Participatory culture (Engaging in work)**

Review of the literature and available evidence suggests that organizations have Employee empowerment and development committed, there have activities more effectively than organizations that do not have such a feature. Employees are empowered and staffs who are involved in decision high level of commitment presented. Their influence on organizational decisions makes them feel valued at work and their relationship with the organization's goals will be realized. Employee behavior is rather than on formal rules and norms, based on informal norms and rules and procedures and how to perform activities and behaviors. After scuffle with three indicators: A- Empowerment, B- core team, C- Upgrade their capabilities and commitment to be measured (Nir, 2008:3).

### **2) Stability and integrity of Culture (Continuity)**

There are organizations that have a high level of consistency and compatibility. In general, have higher effectiveness compared to other organizations. Members' behavior based on a set of shared values is established. Consequently, this will lead to a high level of coordination. It is important for sustainable organizations how they can use the system and processes that carried out by members with collective agreement, they govern themselves. Non-effective behavior organizational members are often based on explicit rules are formed. Consistent and coherent organization that behaviors and their decisions are based on the implicit control systems. This will make them more effective in what they do. Behaviors members of sustainable organization, based on norms which are quite distinct from each other are formed. These features will bring consistent and coherent organization. Dimension stability and integrity (continuity) with using three indicators: A- Fundamental values, B- Agreement, C- Coherence and coordination is measured (Nir, 2008:3).

### **3) Flexibility Culture (adaptability):**

The features of flexibility culture or adaptability are that strategically to external environment will considered and it is trying to meet customers' needs. This demand of the business environment has changed in practice (Denison, 2009:3). In these cultures, norms and beliefs are confirmed or enhanced which can be identified and interpreted without the signs in environment and based on reacted or took appropriate behavior. Such an organization, need to make any changes to enable the function and respect to innovation and creativity and values (Defet, 2007:404). Dimension adaptability in three indicators: A- change creation, B- Focus on the customer, C- Organizational Learning will be examined.

### **4) Mission Culture (Apostolic)**

Aims and objectives in effective organizations based on objectives and guidelines from the perspective of the organization will found. The mission of the organization will shape and guide behavior of members. Mission of the organization has a strong sense of purpose and meaningful for employees through defined roles of organizations in community and also set of external goals and activities of organization are created. Without clear guidelines and objectives, will blind Organization and will spend their energy and operational projects that hasn't likely to coordinate their moves with the direction that organization set with it. When employees has feel identified in organization and in mission of organization will share, in this case employees high level of commitment towards their work will show. Mission with three indicators: A- Strategic guidelines B-Goals and Objectives, C- Prospects are evaluated (Nir, 2008:4).

### **3) Methods of research**

In this study, Classified based on the goal in applied research is considered. As part of the research method is descriptive - correlation is considered. Statistical populations in this research are all employees of biotechnology Products Company that due to the limited number of samples (50 people) Census method was used for sample selection and 50 employees were selected as sample. The most important data collection methods in this study are as follows:

**1-Library Study:** In order to gather information on the theoretical and research literature, Library resources, articles, books, and global information network (Internet) has been used.

**2- Fieldwork research:** Fieldwork research methods for data collection are necessary to go outside with people, organizations and institutions will communicate. He needs assessment tools or utensils to remove your information and discussion, interview and observation, image capture to complete them. The instrument used in this study consisted of a questionnaire is to gather information. In this study, to ensure a standardized questionnaire survey, the



questionnaire was available to faculty advisors. The face validity of the questionnaire was approved with these people. After its validation, the questionnaires distributed among employees biotechnology Products Company and then questionnaires were collected. Also using Cronbach's formula, Reliability of questionnaires was calculated. The average alpha Cronbach's obtained from a survey questionnaire (organizational culture and job satisfaction) were 0.953 and 0.947, respectively. Due to the fact that value is higher than 0.7, the reliability was confirmed. Statistical analysis in this study was both descriptive analysis and inferential analysis and for data analysis, software SPSS was used.

### 3-1) Hypotheses of research

#### 3-1-1) the main hypothesis of the research

There is significant correlation between organizational culture and job satisfaction of employees in biotechnology products companies.

#### 3-1-2) Secondary hypotheses research

1- There is correlation between cultural mission and job satisfaction of employees in biotechnology products companies.

2- There is correlation between cultural continuation and job satisfaction of employees in biotechnology products companies.

3- There is correlation between compatibility cultural and job satisfaction of employees in biotechnology products companies.

4- There is correlation between participatory cultural and job satisfaction of employees in biotechnology products companies.

### 4-Analysis of results and Findings

4-1- Profile of Respondents: General Characteristics of the respondents in Table 3 are summarized.

Table 3- The general profile of respondents

	Frequency percent			
Master of Science	Bachelor's degree	Associate's degree	Diploma	
14%	26%	12%	48%	Education
	Female	Male		Sex
	40%	60%		
< 50 year	40-50 year	30-40 year	20-30 year	Age
8%	0%	54%	38%	
<20 years	Between 10-20 years	Between 5-10 years	>5 year	Experience
32%	34%	6%	28%	

#### 4-2- investigation results of the research hypotheses

**The main hypothesis of the research:** There is correlation between organization cultural and job satisfaction of employees in biotechnology products companies.

Table 4-correlation test of the main hypothesis

P-value	samples	job satisfaction	
0 / 000	50	0 / 599	organization cultural

According to the P-value that is lower than 0.5 it can be stated that correlation between two variables is significant. In addition, there are positive and significant correlation between organization cultural and job satisfaction of employees in biotechnology products companies. So it can be concluded that with change improve organizational culture, job satisfaction levels are also increased.

**The first sub-hypothesis of research:** There is correlation between cultural mission and job satisfaction of employees in biotechnology products companies.

Table 5-correlation test of first sub-hypothesis research

P-value	samples	Job satisfaction	
0 / 000	50	0 / 587	mission cultural

According to the P-value that is lower than 0.05 it can be concluded that correlation between two variables is significant. There are positive and significant correlation between mission cultural and job satisfaction of employees in biotechnology products companies. So it can be concluded that with change improve cultural mission, job satisfaction levels are also increased.

**The second sub-hypothesis of research:** There is correlation between cultural continuation and job satisfaction of employees in biotechnology products companies.

**Table 6-correlation test of second sub-hypothesis of research**

P-value	samples	Job satisfaction	
0 / 000	50	0 / 528	Continuation cultural

According to the P-value that is lower than 0.05 it can be concluded that correlation between two variables is significant. There are positive and significant correlation between cultural continuation and job satisfaction of employees in biotechnology products companies. So it can be concluded that with change improve cultural continuation, job satisfaction levels are also increased.

**The third sub-hypothesis of research:** There is correlation between compatibility cultural and job satisfaction of employees in biotechnology products companies.

**Table 7-correlation test of third sub-hypothesis of research**

P-value	samples	Job satisfaction	
0 / 000	50	0 / 589	compatibility cultural

According to the P-value that is lower than 0.05 it can be concluded that correlation between two variables is significant. There are positive and significant correlation between compatibility cultural and job satisfaction of employees in biotechnology products companies. So it can be concluded that with change improve compatibility cultural, job satisfaction levels are also increased.

**Fourth sub-hypothesis of the research:** There is correlation between participatory cultural and job satisfaction of employees in biotechnology products companies.

**Table 8-correlation test of fourth sub-hypothesis of research**

P-value	samples	Job satisfaction	
0 / 000	50	0 / 485	participatory cultural

According to the P-value that is lower than 0.05 it can be concluded that correlation between two variables is significant. There are positive and significant correlations between participatory cultural and job satisfaction of employees in biotechnology products companies. So it can be concluded that with change improve participatory cultural, job satisfaction levels are also increased.

#### 4-3) Suggestions regarding the results hypotheses of the research

##### The main hypothesis of this study

**1-** Accordingly, we can conclude that with improving components such as mission cultural, continuity cultural, compatibility cultural, participatory cultural, changing organizational culture and that will improve and finally improve job satisfaction. Findings of this research hypothesis with Miller (2001), Kavanch and Ashkansy (2006), Grygrvta (2006), Brysun (2008) and Farouki (2010) were aligned.

**2-** Holding and the application of new techniques for teaching practices and innovations in the organization and will further investment in this area.

**3-** Conduct continuous training and practical application of creative techniques, especially in the undergraduate level.

**4-** Creation of effective and constructive comments and suggestions for obtaining and providing employee feedback and results of the implementation of these proposals.

**5-** Holding workshops to promote better understanding of managers and their organizations with new management styles and theories, such as chaos theory and the butterfly effect.



6- Reduce the departments and geographical distance in organization and dispersion parts of the work under review with the aim of creating a better and more constructive interaction between them and obtain results of more efficiently.

7- Comprehensive examination and payment of salary and bonus payments and updating it according to the changing needs of employees.

8- Evaluated periodically and alternately functions to identify the strengths and weaknesses of their employees through mechanisms such as 360 degree feedback and the feedback of the results to them.

9- Creating and an open thereby and lively environment with and lively mood and spirit of collaboration for employees in the organization, it cause team work is encouraged.

10- Organizations should make efforts develop and design get comments mechanized system for customers.

11- Training classes and seminars on issues related to organization culture and participatory management system can be effective in promoting these issues.

Widespread use of web services between employees and providing employees in different parts for communication with the world and study of new topics.

12- The organization will evaluate the qualifications and experience of working employees regularly and if necessary, and with holding varied classes, according to their own needs compatibility with them.

### **The main hypothesis of this study**

The results of data analysis indicate that there is a correlation between organizational culture and job satisfaction. The correlation coefficient of 0.599 denotes that with 0.95 probability there are direct correlation and significant between these two variables. Accordingly, we conclude that improving the cultural components of the mission, continuation of cultural adaptation and participatory culture, changing the corporate culture will improve.

### **First sub- hypothesis of the research:**

The results of data analysis indicate that there is a correlation between mission culture and job satisfaction. The correlation coefficient of 0.587 denotes that with 0.95 probability there are direct correlation and significant between these two variables. This implies that the organization has good situation. With respect the suitability of this situation, it is suggested that Clarity of its strategic orientation, There is general agreement for the purpose of the enterprise, Continuous follow-up and organizational improvements compared with pre-determined goals, Have a shared vision of what the organization wants to be in the future, Have a long term vision for the organization's leaders and incentives for employees to improve the prospects of the organization. Findings of this research hypothesis with Miller (2001), Kavanch and Ashkansy (2006), Grygrvta (2006), Brysun (2008) and Farouki (2010) were aligned.

### **Second sub- hypothesis of the research:**

The results of data analysis indicate that there is a correlation between job satisfaction and continuity of culture. The correlation coefficient of 0.528 denotes that with 0.95 probability there are direct correlation and significant between these two variables. This implies that the organization has good situation. With respect the suitability of this situation, it is suggested that There is a clear and consistent set of values in order to get works done, Moral rules to guide employee behavior to discern right from wrong, Efforts to achieve mutual agreement in case of severe disagreements, Ease even in difficult problems to reach consensus, Facilitate the coordination of projects in different parts of the organization And have the same understanding of the goals of the organization at all levels will improve. Findings of this research hypothesis with Miller (2001), Kavanch and Ashkansy (2006), Grygrvta (2006), Brysun (2008) and Farouki (2010) were aligned.

### **Third sub-hypothesis of the research:**

The results of data analysis indicate that there is a correlation between job satisfaction and organizational culture. The correlation coefficient of 0.598 denotes that with 0.95 probability there are direct correlation and significant between these two variables. This implies that the organization has good situation. With respect the suitability of this situation, it is suggested that Provide adequate reaction to changes in the organizational environment, often changing of Organizations working in different sectors, Changes are referred to suggestions and comments, Deep understanding of the needs and demands of clients with members of the organization, Consider the interests of the client in organization decision, Consider failure as an opportunity for learning and development, Worth learning, an important goal is improving in works daily. Findings of this research hypothesis with Miller (2001), Kavanch and Ashkansy (2006), Grygrvta (2006), Brysun (2008) and Farouki (2010) were aligned.

**Fourth sub-hypothesis of the research:**

The results of data analysis indicate that there is a correlation between job satisfaction and organizational culture. The correlation coefficient of 0.485 denotes that with 0.95 probability there are direct correlation and significant between these two variables. This implies that the organization has good situation. With respect the suitability of this situation, it is suggested that be more active and vibrant their employees in organization and persons have necessary information for perform of duties in organization and have a positive energy of organization's employees and Staff involved in the planning process and encourage cooperation in all parts of the organization and Knowing yourself as a member of the organization and Use teamwork rather than a hierarchy of tasks and organized things so that everyone can see the relationship between the organization and its job and continuous improvement and continuous investment to enhance the ability of employees to improve employees skills. Findings of this research hypothesis with Miller (2001), Kavanch and Ashkansy (2006), Grygrvta (2006), Brysun (2008) and Farouki (2010) were aligned.

**4-4) provide other suggestions:**

After reviewing the results and prepare a schema model according to Denison Organizational Culture, The following general results were obtained, according that recommendations are offered:

**1) The situation of organization in terms of internal and external focus:**

In this organization, should be more attention the external environment compared to the internal environment. This is reflects a greater willingness of organizations to consider issues such as competitiveness, customer focus and attention to the market. In this context, with the aim of strengthening the process, there are better recommends' must be submitted as follows:

1-Organizational mission statement and develop a more transparent manner and taking into account the aspirations and excellent organizational goals and help organizations better understand the current situation and future and also identify and understand the vision of the organization's strategic objectives.

2- Highlighting the role of values in shaping organizational behavior and staff's constant efforts to achieve efficiency and effectiveness.

3- Harmony, unity and positive interaction between employees in all organizational levels by strengthening institutions and systems such as suggestion systems and 6- sigma, 5- S.

4- Accurately depict the organization's strategy and future outlook of the staff in all activities and functions as a stage for their organization and democratic state.

5- Having a stable, consistent and follow in order to achieve organizational goals and create a bond between the activities and objectives.

6- Development and attention to issues such as competitive intelligence and those cases in order to understand the strengths and weaknesses of competitors and through it planting their strengths and weaknesses.

**2) The situation of organization in terms of stability and flexibility**

In this organization, the lack of flexibility and stability, there should be a greater tendency that it represents willingness to change and instability subjective. In this regard, it aims to strengthen and further context discussed following suggestions are offered:

1- Development of physical and mental abilities requires in employees and attempt to update these Capabilities, with regarding increasing development of relationships and need to deal with unpredictable changes.

2- Support group activities and teamwork among employees by adopting various mechanisms such as: Holding brainstorming sessions and group decision-making and feedback the results to improve their behaviors.

3- Increase capacity of organization in receiving, interpretation of environmental signals change in the internal behavior through the creation of a system of norms and depth beliefs of organizational.

4- Strengthen and develop deep customer focus and attention to the needs of customers and thereby for increase the chances of organization for survival, growth and development.

5- Change of organization into a learning organization that always is trying to learn and understand environmental changes and search problems and solutions to solve the problem within itself.

6- Strengthen the system approach and looking the organization as a unit and consist of all the components in order to achieve organizational goals and ideals are taking steps.

## CONCLUSION

Culture of an organization is miniature of the process of cultural macro-environment organization and cultural boundaries that are defined by this process. Each organization aspects of national culture, regional and occupational and jobs in which they will operate were exhibits. In fact, the main core of organization cultural represents values that all the members of organization are jointed in this organization and based on these values behaviors are shaped with organization. Today, study of organizational culture and impact on job satisfaction as an important issue in the world is considered and a large part of the time, budget and attention of experts is allocated to itself. The results of this study show that there is significant correlation between organizational culture and job satisfaction. With regarding limited research has been done on the correlation between organizational culture and job satisfaction, it is suggested in another study the dimensions and parameters of this model can be developed by taking advantage of other experts and check the status of the state's organizational culture based on the models proposed in this field between public and private sector organizations will be discussed and compared with each other. Among the limitation of this study is as follows: Factors involved in the research results that are beyond the control of the researcher, it was Spirit of conservatism some researchers.

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