



aim, These questions are asked. What is the relation between process oriented – Result oriented of organizational culture and meritocracy sovereignty? What is the relationship between employed oriented – job oriented of organizational culture and meritocracy sovereignty? What is the relation between practical – professional factors of organizational culture with meritocracy sovereignty? What is the relation between open system factors of organizational culture with meritocracy sovereignty? What's the relationship between loose control – tight control factors of organizational culture with meritocracy sovereignty? What is the relationship normative- pragmatic factor of organizational culture with meritocracy sovereignty? What is the relationship normative – pragmatic factor of organizational culture with meritocracy sovereignty? Among all of organization factors which one has more relationship with meritocracy sovereignty?

#### Method

The main important things between them are unity. The statistical societies of this research are all employees of Mobin petrochemical company of Boshar province that their numbers are 350 individuals. In this study the accidental cluster sample is used. 106 persons are selected as sample group. The number of  $n = (z^2pq) / d^2$  from the sure level of 95 percent and the allowed error of %8 and also the amount of  $p (p=0/5) n=150$  individual. Because  $n=150$  in contracts with 350 society is bigger  $n=150$  in this study the research tools for gathering the information are organizational culture and meritocracy question are. The research tools A) the organizational question of Hofstede is from his research in 20 units of 10 organization from Denmark and Poland and the interview from 1295 manager and employed. This question are is in original language and has 43 question in whole. To Hofstede and et al this question such as principle, heroes and sample [14]. The six mentioned factors are measured according to the final result. The questions are phrase start with this saying. "Where I work" and the answer give the answers with five degree of comparison; very disagree, disagree, no idea, agree and very agree. The original questions are translated to Persian by researcher and the main version and the translated version was given to the university teacher assistance. After the scientific explanation, the main Persian version with original version gives to the counselor and assistance and their idea also given. For evaluation of the question are the practical and appear that are used. In this way they appear text the management expert's means the counselor and university teacher study the kind of questions and confirm them. After confirmation these question are mentioned as the standard ones. For this aim the khobregan question are prepared. For practices of this question are 18 number of khobregan confirm it and with the %50 of the number 5 questions adds. The percent of different case are. process oriented (%73), employee oriented (%70), practical view (%72), open system (%76), easy control (%55) and law oriented (%54) which show the unity among the questions.

B) The meritocracy principle questions are taken from the study of Davey and et al which is from Garcia doctoring essay [12]. The name was: the understanding way of meritocracy question are. the main form of question are phrase is in explanation which the answerer say the answers in 5 degree comparison: very disagree, disagree, without idea, the main version and the Persian version give to the university teachers and counselor and their scientific idea take and mention in Persian version for its evaluation both appear and practical text are used. In appear texts the experts of management field means guidance teacher and counselor study the kind of questions and confirm them. After confirmation of appearance of questions, the quality of the evaluate. For this purpose the questions are of khobregan is prepared. The practical of this question are among 18 individuals of khobregan with %50 was confirmed.

#### Finding

Table 1 shows descriptive properties of gender, education, age, job grade and the work experience of participants. 88/6 percent of group member were male and 11/4 percent of workers were female. The majority of personnel's have B.A. The Mean of ages of them was 30.60. The majority of workers have 11/65 job grade with standard deviation of 2/55. The mean work experience of group member is 5/34 year and the standard deviation is 4/95 year.

Table 1: Demographics descriptive properties of Samples

		Frequency	Percent
Gender	Male	93	6/88
	Female	12	4/11
	Total	105	100
Education	Diploma	11	8/10
	Upper Diploma	11	8/10
	Bachelor	74	5/72
	Master of art and uppers	6	9/5
	Total	102	100
		Mean	Standard Deviation
Age		60/30	95/5
Job Grade		65/11	55/2
Tenure		34/5	95/4

Table 2 shows the Means and standard deviations of organizational culture and meritocracy sovereignty. According to the possibility of gain the scores between 1 to 5 for each factor, the mean of factors shows that organizational culture employee oriented and the factors of easy control and practical view is under the mean. The amount of meritocracy sovereignty is also under medium.

**Table 2: the Means and Standard deviations of organizational culture and Meritocracy**

Factors	Frequency	Mean	Standard Deviation	Min.	Max.
Process Oriented – Result Oriented	94	06/3	51/0	80/1	67/4
Employee Oriented – job Oriented	97	68/3	55/0	30/2	80/4
Practical – Professional	103	71/2	73/0	1	50/4
Open system – closed system	104	19/3	67/0	17/1	50/4
loose control – tight control	103	77/2	67/0	50/1	50/4
Normative – Pragmatic	102	45/3	45/0	17/2	67/4
Meritocracy sovereignty	104	78/2	38/0	13/2	87/3

**Table 3: Correlation coefficient of organizational culture and Meritocracy**

	Meritocracy sovereignty
Process Oriented – Result Oriented	* 466 /0
Employee Oriented – job Oriented	* 582/0 -
Practical – Professional	* 486/0
Open system – closed system	* 536/0 -
loose control – tight control	20/0
Normative – Pragmatic	004/0

\*. P > 01/0. N= 105

Table 3 shows correlation between process oriented factors with amount of meritocracy sovereignty  $r=0/47$  and is significant at the level of in this case whenever the company is result oriented in organizational culture, The meritocracy sovereignty increase. Table 3 shows that the negative unity  $r=%58$  is meaningful between employee factors and the amount of meritocracy sovereignty. In this case when the company is work oriented, according to the organizational culture, the meritocracy sovereignty decreases. Also between practical view factor with meritocracy sovereignty there is positive unity of  $r=%48$  which is meaningful to statistic at in this case whenever the company is .professional oriented in organizational culture, The meritocracy sovereignty increase

Table 3 there is a negative unity between open system factor and the amount of meritocracy sovereignty  $r=0/54$ , which at the level is meaningful. In this case whenever the company is closed system at organizational culture, the meritocracy sovereignty will decrease. According to the table 3 the unity of  $r=%20$ , it is not meaningful the relationship between easy control factor with meritocracy sovereignty. At the end there is no relationship between law oriented and meritocracy sovereignty ( $r=%4$ ).

stage	interred variables	R	Ad. R <sup>2</sup>	ΔR <sup>2</sup>	ΔP	F	Sig.	a	B	t	p
1	Employee Oriented – job Oriented	58/0	34/0	34/0	001/0	93/37	01/0	18/4	25/0 -	55/3 -	001/0
2	Process Oriented – Result Oriented	65/0	42/0	08/0	01/0	98/25	01/0	18/3	17/0	26/2	027/0
3	Open system – closed system	67/0	46/0	04/0	05/0	80/19	01/0	54/3	13/0 -	18/2 -	033/0
4	a							54/3		48/8	000/0

For evaluate that which factors of organizational culture predict the meritocracy sovereignty at company the multiple study with step-by-step way was done which its result are in table 4. According to this table the employee oriented factor comes first at the process and has unity with meritocracy (R=0/58). In this process the coefficient of this factor is  $R^2=0/34$  which shows that this factor has 34 percent of variance of meritocracy sovereignty. This factor has the line meaningful relation ( $p=0/001$  and  $f=37/93$ ) and the B ( $p=0/001$ ,  $T=3/55$ ) shows this factor which predict the employee oriented.

In the second step the changing factor of process oriented enter the Regression process and its coefficient increase ( $R=0/42$ ). In this cycle 0/08 of prediction has the meaningful relationship with meritocracy sovereignty.

In the third step, the open system factor enter to this process and the unity amount of employee oriented and process oriented will increase to  $R=0/67$  and the average coefficient reaches to  $R^2=0/46$  which shows about the same results.

#### Discussion

In process oriented versus result oriented the management of company pay attention to the process oriented and also its results. In easy control factor versus tight control, the company is easy taking to the daily tasks. In practical factor versus to professional factor, the workers of company tend to local view of culture. Finally according to the meritocracy sovereignty it is under mean. Before any action in the society the employee should adapt these processes till they have the time to be progressed.

This result shows that result oriented of organizational culture has the positive correlation to meritocracy sovereignty. This finding has unity with of Stede and Pitrez and Waterman idea. They believe that strong cultures are result oriented. There is a negative unity between employee oriented and meritocracy sovereignty. This means that whenever the company become work oriented, the meritocracy sovereignty decreases. The third question of study revealed that professional oriented of organizational culture has the meaningful relationship with meritocracy sovereignty. These findings are the same with Merton, Ouchi, Hofstede and Verbeke studies [21]. The result of fourth question which is based on negative relationship of closed system with meritocracy sovereignty is also adjusted in these researchers. There isn't any relationship between easy control and meritocracy sovereignty.

The result of fifth question is that there is not any meaningful relationship between organizational control factors with meritocracy sovereignty. As this kind of organizational culture focus on the individual manner, it is not surprising that there would not by any logic relationship between these different factors the result of this study in important of organizational culture half of meritocracy sovereignty and it was the main specification of such a culture.

In the job oriented versus employee oriented the employee oriented was more important because the managing system of every organization should care about the employee and pay affection to their personal problem. In the factor of process oriented versus result oriented, results showed that, the result oriented make the meritocracy sovereignty it means that purpose and employee's work is more important than the work process. The factor of open system versus closed systems showed that open organizational culture is more successful at reach to the meritocracy sovereignty. It means that management system and employee are flexible at the acceptance and solve the mistakes. This study showed that local oriented versus professional and law oriented versus practical oriented need more study. Some external study had some problems in these factors. They divided them as responsibility, customer oriented and law oriented. For example refer to essay of 21 in this study. Also Goldner divided the manager to two classification of local and global which it is necessary that the ideas of Goldner should be mentioned in the next study.

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