

# A Study of the Relationship between the Organizational Culture and Export Performance of Food Stuff Exporting Companies in Mashhad

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**Abstract:** Nowadays organizations are facing variable settings and various challenges. They should learn. Recent quickly to market actions and rivals and they should enjoy high performance specifically in export and this will be achieved by organizational culture. Thus in the present study the relationship between the organizational culture and export performance was investigated. Besides four sub-hypotheses were posed in relation to each aspects of the organizational culture and the sub-hypotheses were tested. The statistical population of this study includes the entire personnel of the food stuff exporting companies in Mashhad. Questionnaire was the instrument for gathering data, also in the present study the research was of a descriptive – correlational type and it is practical in view of the target and purpose of the study. All statistical operations in this study were performed using SPSS software. Based on the results, it was specified the there was a significant relationship between organizational culture and export performance and the main hypothesis of the study indicated that there was a significant relationship between all aspects of organizational culture (adaptability, compatibility, getting involved in work, mission) and export performance and all of the sub-hypotheses were confirmed.

**Keywords:** Organizational culture, adaptability, compatibility, getting involved in work, mission, export performance

## Introduction

Today, improvement in export performance is considered a competitive advantage and a vital factor for success of the organization and this requires identifying and gathering organizational data and information in order to provide the managers with the possibility of controlling and path finding the key processes in organization and to be a basis for effective decision making (Zareh Ashekzari and Azimi, 1389). Therefore, using intra-organization factors, including organization's culture for the success of the organization especially in the export performance domain should be taken care of organization's culture and export performance have specific importance in every organization, and numerous author have stressed the key role of organization's culture and export performance in promotion of the organization's status. The present study has, therefore attempted to increase to these experimental evidences and to deal with the relationship between intra-organization factors and export performance through

experimental testing (Zarei Matin and Ahmadi, 1388). To this end, firstly the theoretical bases of organization's culture and export performance have been discussed, and then the relationship between organization's culture and export performance has been investigated through presentation of the internal and external aspects of the organization's culture (Zarin Negar, 2007).

### **Statement of the problem**

Current environment of the organizations has encountered the managers with serious opportunities and threats. In modern era the managers should respect to universal expectations along with the home expectations. Changes take place so frequently and so rapidly that they crush every resistance. Successful organizations are those which adequately provide for the environmental needs. In such conditional the type of strategic approach is great help. Organization's culture, on the other hand, as a powerful and real phenomenon infiltrates all aspects of the organization and plays an essential role in realization of the companies' aims and strategies (zamini and Hosseini Nasab, 2009). Common identity and common beliefs, and common behavioral norms among members of the organization will cause coherence and integrity in struggles, internal liabilities to the organization and a clear understanding of the existence philosophy and will direct the activities and finally will result in the success of the organization (Sharifzadeh and Kazemi, 1998). Basic propositional include internal coherence and external adaptation, internal coherence refers to human nature and the essence of human relationships and external adaptation refers to the relationship with the nature, and essence of man's activities. Organizational culture is in fact the complement section of organization performance and Denison has done investigations with respect to organization's culture and change in organization. In his model, Denison considers the aspects of culture for organizations along four axes including getting involved in work, compatibility, adaptability and mission. Each of these aspects is measured using three indexes (Shaider And barço, 2000).

a) Getting involved in work: this feature is measured by three indexes including empowerment, team building and development of capabilities. Effective organizations empower their stuff and they build the organization based on working teams and develop the human resources in every level.

b) Compatibility: this feature is measured by three indexes of basic values, agreement and coordination, and coherence. Studies have shown that effective organizations are often stable and integrated and the staff's behavior is derived from basic values.

c) Adaptable: this feature is measured by three indexes including change; customer-orientation and organization hardly change. Thus internal integration and external adaptability could be considered as a merit and advantage for the organization.

d) Mission: this feature is measured by three indexes including strategic orientation, purposes and perspective. It can be said that the mission of the organization is the most important feature of organizational culture

Increase in the speed of data transfer has led to rapid changes in customers' demands and increase in competition. Therefore; environmental changes has attracted the attention of researchers and managers active in this area (Toosi, 1993). Thus identification of intra-organization values and integrity of these organizational values and obtaining and gathering data related to environmental factors and changes including technological changes, customers' tastes and interests in domestic and international markets and... ultimately adaptability with internal and external integrity, which is feasible through aspects of organizational culture, can help to improve the export performance (Farahi and Etemadikhah, 2005).

### **Purpose and Research Hypotheses**

#### ***Research purpose***

Specifying the relationship between organizational culture and export performance in food stuff exporting companies in Mashhad.

Specifying the relationship between the compatibility aspect of organization's culture and export performance in food stuff exporting companies in Mashhad.

Specifying the relationship between the adaptability aspect of organization's culture and export performance in food stuff exporting companies in Mashhad.

Specifying the relationship between the "getting involved in work" aspect of the organization's culture and export performance in food stuff exporting companies in Mashhad.

Specifying the relationship between the mission aspect of organization's culture and export performance in food stuff exporting companies in Mashhad.

### ***Research sub-hypotheses***

There is a significant relationship between the compatibility aspect of organization's culture and export performance in food stuff exporting companies in Mashhad.

There is a significant relationship between the compatibility aspect of organization's culture and export performance in food stuff exporting companies in Mashhad.

There is a significant relationship between getting involved in work aspect of organization's culture and export performance in food stuff exporting companies in Mashhad.

There is a significant relationship between the mission aspect of organization's culture and export performance in food stuff exporting companies in Mashhad.

## **Materials and Methods**

This study is practical based on the targets and it is a descriptive study in respect of data gathering method and it is considered a correlational type based on the relationship between the variable. Method of doing research is a survey type. Statistical data are processed using SPSS software. Spearman method will be used to measure correlation between the variables.

### ***Study Variables***

There are two variables in this study. Organization's culture is the independent variable and export performance is the dependent variable.

### ***Data Gathering***

In present study all data-bases and resource including libraries. Journals and internet are used. Meanwhile questionnaire has been used as the main data gathering instrument.

### ***Population and Sampling***

The population of current study includes the entire employees of food stuff exporting companies in Mashhad. Random sampling method has been used in this study.

### ***Definition of Key Terms***

#### ***Company's Export Performance***

The measure of exporting achievement by a firm, and this measure include sale, profit obtained from export, sales growth and entering new markets (Cultural, 2001).

#### ***Organization's Culture***

Edgar Shine defines organizational culture as products, values and basic propositions. Products can be observed in behaviors such as greetings, dresses, architecture, interior design and contracts.

#### ***Aspects of Organization's Culture:***

##### ***Getting involved in work:***

These characteristics are measured by three indexes including: empowerment, team building and development of capabilities. Efficient organizations empower their employees, build the organization around working teams and develop human resource capabilities in every level. Thus undertaking increases among the personnel and they will feel themselves as a part of the organizations' body.

#### ***Compatibility***

The above feature is measured by indicators of basic values, coordination and coherence. Studies have shown that efficient organization is usually stable and integrated and their employee's behaviors are derived from basic values. The leaders and the followers are experienced in reaching agreement (even when they have adverse views) and organizational activities are well coordinated and continuous.

**Adaptability**

The above feature is measured using the indexes: customer – organization, creating changes and organizational learning. Well – cohered firms will hardly change. Thus internal integrity and external adaptability can be considered as the merit and advantage for the organization. Adaptable organizations are led by their customer, they are risk-taker, they learn from their mistakes and they have the capability of creating changes. They are constantly improving the organization towards valuing their customer. Such organizations usually experience growth in sales and increases in market-share.

**Mission**

This feature is measured by three indexes including: strategic orientation, purpose and perspective. It can be said that an organization’s mission is the most important feature of the organization. Organizations which are not aware of their mission and their existing status well usually go astray. Successful organizations have a clear perception of their purposes and direction, so that they define their organizational and strategic purpose and draw the organization perspective clearly. Those organizations that have to change their main mission constant are the most problematic organizations (Coentes, 1993).

**Literature**

**Section one: Organizational Culture**

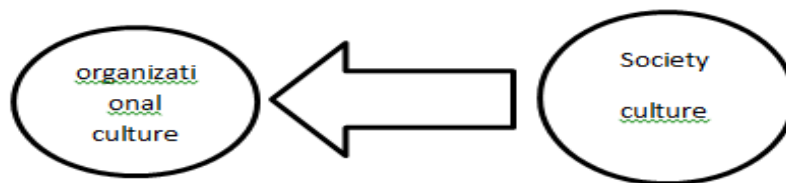
**Concept of Culture**

Culture in English and French refers to growing or rising. The concept of culture has been used about human societies and history not later than 1750 when it was first used by Germans. Generally culture is one of the most important factors affecting management and ignoring its role will entail internal non-coherence and lack of external adaptation (Latifi, 2005).

**Concept of Organization Culture**

Since around two decades ago the theorists and authorities in organization and management, especially authors in organizational behavior and experts in organization transformation have proposed an important issue in organization which is not much tangible and sensible. The issue has been proposed by well-known authorities such as “Warren Bennis”, “Edgar Shine”, and “William Osha” and it is one of the main parameters that defines the identify, values and beliefs of the employees in an organizational environment.

What we gather from the findings of research is an indication of the mutual effects of social culture and political culture on organizational culture and in turn on the book "In search for perfection" by Peters and Waterman. Although organizational culture is the aspect distinguishing organizations from each other, as it has been shown in (Figure 1). It is influenced by general culture of the society. In other words, impression ability of organizational culture from the culture of society should be paid to in the studies on the organizational culture and its reinforcement for elevation (ABZARI and ABOLMANOFI, (Mahmoudi, 2005).



**Figure 1.**The model of organizational culture of Gareth Hofstede (Ashehzari & Azimi, 2010).

"HOOY" and "MISHEL" take the organizational culture as an attempt to reach the feelings, emotions, character, personality and the image of an organization which includes many basic concepts of an informant organization, ideological values and innovative systems "ARGERIS" calls the organizational culture a "living system" and defines it as the behavior displayed by people in action, the way they really think and feel about it, and the way people behave with each other.

### ***Levels and Domains of culture***

Domains of culture have been divided into suit domains by "SCHNEIDER and BORSV" as follows:

Regional culture: is deriving from racial, geographical, religious, lingual and history call bonds.

- National culture (inside the borders): the culture where geographical, historical, political, economical, lingual and religious factors have helped the growth and development of regional cultures

- National culture (outside the borders); where similarities a many cultures helps genesis of regional cultures which is beyond the national borders.

- Professional culture

- Functional culture

- Organizational culture; which is considered at the result of impression and influence of prominent founders and leaders in the history of an organization and their stages of development (Mamizadeh, 1994). ***Dominant culture and subculture in organization***

- Dominant culture: is the culture that emphasizes the fundamental values shared a many the members of the organization we mean the dominant culture of the organization when discussing the culture of an organization. Dominant culture is a great view of culture which gives the organization its separate personality.

Subcultures are created in a great organization and they reflect the issues, situations and experiences confronted by the members. These subcultures can be formed in horizontal and vertical levels.

(A) Horizontal subcultures: When a particular group of departmental professionals, such as accountants, or purchasing staff have common perceptions, a horizontal subculture is created (source 383).

B) Vertical subcultures: When a production sector of a large organization has a unique culture, there is a vertical subculture in the organization (source 388).

The fact that organizational culture has certain characteristics does not mean that there cannot exit subcultures within a culture. Most major organizations, while having a dominant culture, have a set of different subcultures (Myrospa, 1994).

That an organization has specific characteristics does not mean that subcultures can not exist in an organization Most of the great organization have a number of subcultures besides their dominant cultures (Miller, 1998).

### ***Effects of organizational culture***

Since being proposed by Ochi, Waterman et al in 1980, organizational culture has been one of the most important and disputable issues in organizational behavior and it can be claimed that a firm's success is significantly influenced by its organizational culture.

Research findings show that organizational culture can have positive effect on efficiency indicators of an organization such as performance, sense of commitment, self-confidence and moral behavior of employees and workers.

### ***Formation and development of culture in an organization***

How to create organizational culture is one of the complicated aspects of it. This complexity has led to questions such as: "How come two organizations with similar contexts and leaders act differently?" "Why it seems that some parts of culture frequently resist changes while other parts survive despite lacking a specific and useful purpose?" "Why sometimes, these same parts remain the same when some leaders and members of the group attempt to change them?" (Aaby and Slater, 1989).

Generally speaking, efficient factors in formation of organizational culture include:

a) Role of a founder or founders: every culture, especially strong cultures, is a reflection of its founder or founders' values. In an organization these values are engraved in the talented minds of the founders and early employees and the then they are manifested as current customs of the organization and as general procedures of performing activities of course following the founders takes place when the employees are employed by the founder and in action those employees see their perceptions in line with the current organization methods.

b) Top Management Role: Normally, organization culture values whatever liked by the top management. Top managers usually keep and reinforce the founder's culture; however, if the culture impedes their purposes and strategies, they will change the culture. Words and behaviors of top managers will stabilize the norms, and having conveyed to lower levels it will make employees to know about their freedom, about permissible thinking and behaviors, and the employees will be aware of behaviors leading to increase in wage, promotions and other rewards.

c) Sociability: this is a process through which the beliefs, values and presuppositions of culture can be learnt. Organizations, having a strong organizational culture, normally have this process under control, and they try to teach everything about the organization, in a step-by-step fashion, to the new employees,

### ***Theories and Models of Organizational Culture***

Since the beginning of 1980 s and following modern theories and research in management, organization culture has gained increasing importance and it has been the focus of main discussions and debates a many organizations' top managers, organizational culture has been paid special attentions by anthropologists, sociologists, social-psychologists and even organization managements, and many theories have been proposed and lots of research have been done to help managers in solving management problems (Beamish et al, 1993).

### ***Shine's paradigm***

Shine refers to three levels of culture in his analyses include: beliefs and presuppositions, values and ideologies, products and many facture.

- First level: Product and Innovations:

In shine's paradigm the most obvious level of culture is the material and social environment created by the members. Various cultural sings can be included in the observable level. The most observable signs are those of the members' behaviors of things produced by them. To know an organization, a researcher probably starts from these obvious signs and he may notice such things and factors and architecture, equipment's, technology, clothing, recorded documents and art in productions.

- Second level: Values

Individual and group values are the second level in shine's Paradigm. Values indicate priorities or something that should be done. For example. The person, for whom too much work is a value, will probably spend much more time in office.

A manager who values innovation will reward the employees who present better ideas for performing the jobs. Thus this cultural level shows different beliefs about performance in an organization. Following points should be clarified about this level of culture:

Firstly, the values do not belong to the organization but they belong to people and it should be known that values in an organization are not worth the same. Some of the authors believe that organizational values of the founders or executive managers have important roles in creation of organizational culture (Cavusgil, 1984).

Secondly, people sometimes say that they believe in specific values but they behave against their words. For example, a manager may claim that he values employees' participation decision making but the same manager makes the decisions without asking his employees' opinion on them. These are called "supported values".

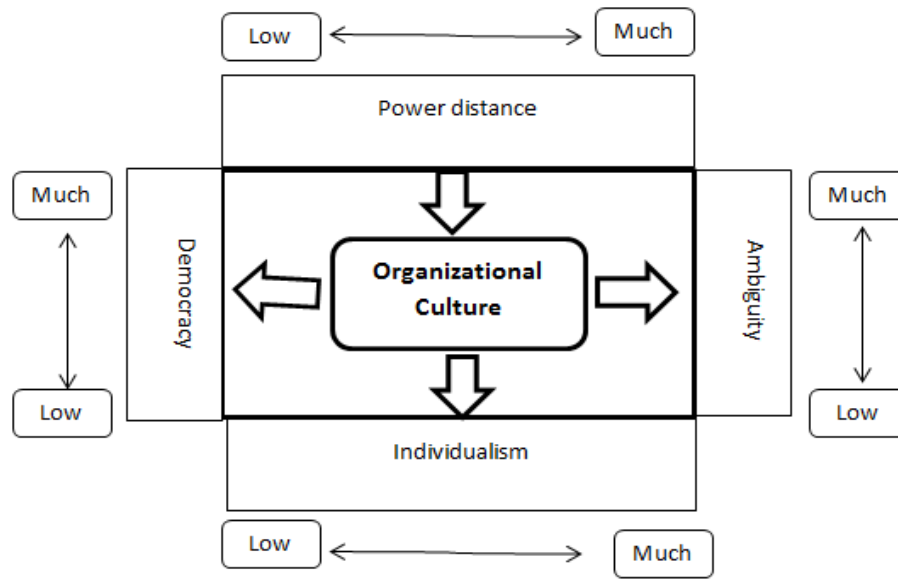
Third level: Fundamental Suppositions

Fundamental suppositions are the deepest level of culture in shine's analysis which include fundamental, deep and essential suppositions and beliefs, These fundamental suppositions are not easily observable through ordinary and surface observation, but are manifested through deeper and more precise analysis and through involvement of more motivated members of the group in a deep introspection in a subconscious manner and in the form of perceptions, thoughts, cognition and behavior. As shown in the definition presented by shine, these suppositions are considered as facts because they have been stabilized by the pass of time and in group's confrontation with internal and external problems and all members of the organization accept it (Czinkota and Johnston, 1983).

### ***Hofstede Model***

After a number of studies, great Hofstede found that there were four cultural aspects which will help to analyze the "how" and "why" of different behaviors a many different cultures.

During the first stage of the study the questionnaires were distributed in pioneer branches of IBM Company in 40 countries around the world. During the second stage of the study, 13 countries and regions in the world were under cover of this world-wide research. In sum, 53 countries and regions were compared in the fourfold aspects of organizational culture (Arnott, 2005). (Figure 2) shoes a model of organizational culture of great Hofstede.



**Figure 2.** The model of organizational culture of Great Hofstede

The role of organization culture is divided in to the performance of organizational culture and its effects on various performance of organizational culture and its effects on various Sectors in an organization. Organizational culture has different functions some of which are briefly mentioned as follows:

1. Strong relationship has been observed between organizational culture and personal efficiency, leadership efficiency and job satisfaction.
2. Organizational culture provides compatibility outside the organization and coalition inside the organization
3. Culture makes a group identity which helps the group members to adapt and coordinate themselves with the policies, missions and purposes of the organization.
4. Organizational culture provides for group commitments.
5. Organizational culture acts as a social controller to reinforce certain behaviors and dominant values
6. Organization culture affects all organizational interactions.

One of the main duties of the management is to form and lead the fundamental values and organizational culture. In fact, the managers' key role in the organization is managing values of the organization. Even some scholars measure high performance with achievement and dominance of the values and lofty purposes in an organization. Besides, many researchers have concluded that if profitability is the only purpose of an organization, it is hard to achieve the target without paying attention to values of organizational culture. As a consequence; the managers should pay attention to and invest in the management of organizational culture.

## Section Two: Export Performance

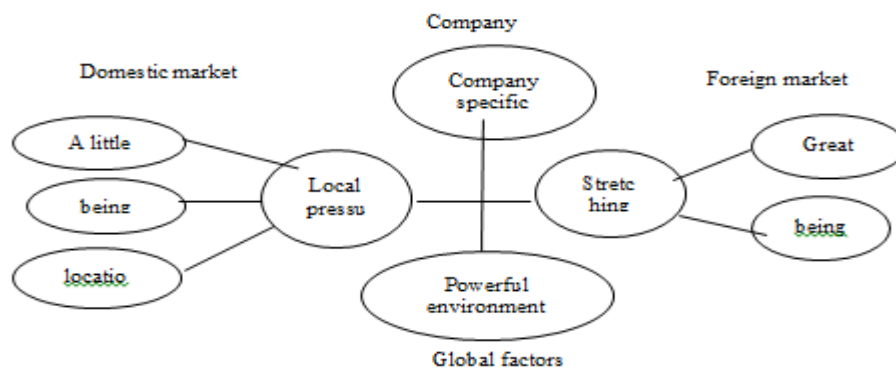
Omission of economic and political borders (e.g. European Union) and development in technology have changed the arena of international trade. This new trade setting is mutually influenced by market forces and supportive instruments in this new setting have lost their efficiency. Any way, this globalization revolution has brought about threats and opportunities for the international trade which is important for developing economies. Behavior and performance of a firm in export markets has attracted great investigation which is as a result of an increase in attention to world economy and pressures from trade imbalance imposed on many countries. During the part 30 years and in line with the growth in liberation and coalition of World trade system, export has been identified as an attractive method for using foreign markets and an investigation of fundamental factors of success and export performance of a firm have been tended to in many studies. Identification of effective factors on export performance will provide valuable guidance for the manager and perform marketing strategies and public policies.

## Internationalization

Recent decade has been distinguished by rapid internationalization of businesses and advent of universal competition, Consumer-goods markets, industrial goods and services markets or resources markets such of capital, materials and technology markets have been unified universally. Simultaneously, various trade agreements and implementation of open trade policies by developed and developing countries have led to annulments of supports tolls and removal of trade obsesses. Consequently, actually all firm irrespective to their size, industry or nationality have confronted these facts and they have found out that lack of participation in universal markets cannot be a long-term choice.

Increasing integrity of the universal markets and mutual dependence of the countries on resources, products and services have led to the development of international trade which amounts to 7.6 trillion-dollars. Of course, many firms consider the great progresses as and opportunity to develop their international operations in order to achieve their targeted growth, increase in profit and sales, decrease in business risks and even at an opportunity for coping with the foreign reveals in their domestic markets (Ibid).

Current inclination of the firms to internationalization can not be related to the changes in the characteristics of supply and demand but it is also related to the ever-changing rivalry situations, Firm's supplying only the domestic markets have found out that these markets have reaches the point where supply if more than demand, Besides these environmental forces, other factors such as foreign forces, domestic forces, and firm-related factors have appeared in this arena, as shown in (Figure 3).



**Figure 3.**The model of the point where supply if more than demand, besides these environmental forces, other factors such as foreign forces, domestic forces, and firm-related factors have appeared in this arena.

### **Data Analysis**

When speaking of data analysis people normally think of statistical methods, however, statistical data analysis is just one of the important methods of analysis used to studies and data requiring statistics. Generally speaking, analysis includes quantitative analysis and qualitative analyses. Some scholars have divided quantitative analyses in to descriptive analysis and explanatory analysis. In quantitative- descriptive analysis distribution of experimental data of each independent and dependent variables are stated using an appropriate statistical index. In explanatory analysis we deal with etymology and the cause's relationship between the variables is studies. In the present study SPSS software has been used to analysis the data. In descriptive analysis of data, first the anthropological characteristics of the respondents were investigated. In inferential statistics section, person correlation coefficient has been used to investigate the research hypotheses, relationship between the variables and extension of the results from the sample to the population.

### **Research Method**

Using and appropriate method is a many the characteristics of a good scientific studies. Choice of a good research method depend s on the purposes, nature, subject of the study, and on the executive facilities. And the purpose of the study is to have easy and except access to the responses to the research questions (Denison, 2000).



Generally research methods in behavioral science can be classified based on two criteria: a) purpose of research, and b) method of data collection. Therefore, as the purpose of the present study is to empirically determine the empiric relationship between intellectual capital and managing the quality of services, it is a practices study with respect to purpose of the study, and it is correlation descriptive study with respect to data collection. The purpose of correlational study is to perceive complicated behavior patterns though studying the correlation between these patterns and variables which are believed to be related. This method is especially useful in situations where we seek to study to discover relationship between variables with no previous records or studies.

### ***Research Variables***

Two variables are investigated in this study:

Culture of organization id the independent variable and export performance is the dependent variable.

### ***Data Collection Methods***

The main methods of data collection in this study include:

- Library Study

To gather data regarding theoretical foundations and research literature such sources as library, articles, journals, books and Internet have been used,

- Field studies

Together information in this section two questionnaires have been used:

a) Denison's model has been wed as the questionnaire related to culture of organization. The questionnaire includes 36 items and measures four aspects: compatibility, adaptability, getting involved in work and mission.

b) The questionnaire related to export performance includes 9 items and investigates the export performance of the firm the export domain.

The above questionnaires consist of two main sections:

In this section the purpose of collecting data via questionnaire and the importance of cooperation on the part of respondents has been explained. Thus, importance of the date obtained through the questionnaire has been emphasized so that the respondents provide the appropriate responses.

-Questionnaire Items:

This section includes two parts:

A) General questions

Here it has been tried to extract general and anthropological information related to the respondents.

B) Technical questions

Organization culture questionnaire and export performance questionnaire have 36 and 9 items respectively. The items in this section have designed in a way to by easily understandable. LIKERT scale with 5 options has been used for this section.

### ***Questionnaire Reliability and Validity***

- Reliability: Tis is one of the technical features of a measurement toes. The concept of reliability refers to consistency of results in different occasions of testing the same group with the same set of tests. Reliability ranges from zero (no relationship) to +1 (complete relationship. Reliability coefficient indicates how much of the states and unstable or temporary characteristics of a teste are measured by the instrument. Cronbach Alfa method was used to determine the reliability of the test. The Cronbach Alfa method is used for computation of internal coordination of the measurement instrument which measures different characteristics

-Validity of the Questionnaire

Validity refers to the amount of the targeted characteristic is measured by the instrument. Without validity of the measurement instrument one can one be confident of the accuracy of the results. Content validity is a sort of validity which is used for investigation of the components of and instrument. Content validity of measurement instrument depends on the items in the test. Validity at this stage was obtained through interviews, getting the opinions of the authorities, doing necessary reforms and then is was confirmed that the questionnaire would measure the targeted characteristics.

***Statistical Sample and Population***

- Statistical population: refers to an entire group of members, events and phenomena that are to be investigated by the researcher. Statistical framework is a list of all society member from which the samples are extracted. Statistical population in this study is the entire employees of the food stuff exporting firms in MASHHAD who have at least a high school diploma and 5 years of job experience. The population includes 250 employees working in food stuff exporting firms: ZAFERAN ADMAN Co. Go shad Food Industries, BAHRAM ZAFERAN Co., IMAN TEJARAT ROSHAN Co., KIAN TOOS ZAFERAN Co., NOVIN ZAFERAN Co., ZARIN SHAHSAVAN Co., FARHANG ZAFERAN Co., and NEGIN ZAFERAN Co.

**Study location Domain**

Location domains for this study are the food stuff exporting companies in MASHHAD.

**Time Domain**

Statistical data for this study were collected during the first half of 2016.

**Sample size computation method**

Every scientific study requires time and expenditure. It is not possible to investigate an entire population. Thus researchers try to obtain the potential information through sample the population and extend the results of their analysis to the real society (Katsikeas, 1996). Study sample is a group selected from the population under study that should have the features and characteristics of the research population so that the results of the study can be extended to it. Population of this study includes the entire employees of food stuff exporting firms in MASHHAD. Morgan table was used to compute the sample size regarding the limited number of the managers and the employees. According to our investigation the entire population was 250 from which 150 employees were chosen as the sample size. With respect to topic this study is in Business Management domain and international-oriented. Sampling took place in a random manner among those employees in food stuff exporting firms in MASHHAD who had at least a high school diploma and five years of work experience.

***Data Analysis***

Descriptive and inferential statistics were used for analyzing the data. In fact variables were tested by descriptive methods and then inferential statistics were used which through normalization test, Pearson correlation coefficient and LINAR regression, SPSS software was used to do the statistics analysis (Table 1).

**Table 1.** Frequency Distribution of Sample based on Age.

Age	Frequency	Frequency Percent
20-25	12	8%
26-30	24	16%
31-35	60	40%
Total	150	% 100

## Descriptive Statistics

### *Frequency distribution of the study sample based on age*

Based on the results attained frequency of distribution of the sample in the study with respect to age is as following (Table 2).

*Frequency Distribution of Study Sample base on Gender According to the results obtained, frequency distribution of the sample under study based on gender is as following tolde-2 shows*

**Table 2.** Frequency Distribution of Sample based on gender.

Gender	Frequency	Percent
Man	114	76%
Woman	36	24%
Total	150	100%

### *Frequency Distribution of the sample customers in study based on Education level*

According to the results obtained, frequency distribution of the sample customers in this study base on their education level is as (Table 3) below:

**Table 3.** Frequency Distribution of Sample Customers.

Level of Education	Frequency	Percent
Diploma	24	16%
Undergraduate	42	28%
Graduate	72	48%
Postgraduate	12	8%
Total	150	100%

### *Frequency Distribution of study sample based on work Experience*

According to the results obtained, frequency distribution of the sample in the study based on work experience is as shown in (Table 4):

**Table 4.** Frequency of the study sample based on work experience.

Work Experience years	Frequency	Percent
-5	15	10%
6-10	24	16%
11-15	63	42%
15 and over	48	32%
Total	150	100%

## Statistical Indexes

Statistical Indexes for the variables are as in (Table 5) below:

**Table 5.** Statistical Indexes of variables.

Variables	Statistical indexes		
	M	SD	
Exporting performance	3.7820	0.64767	
Culture of organization	3.6990	0.67258	
Aspects	Adaptability	3.8520	1.49189
Of	Compatibility	3.8240	0.66632

Organization	Involvement in work	3.5440	0.95570
Culture	Mission	3.6640	0.90586

## Inferential Statistics

To do inferential statistics we need to evaluate the normality supposition of the data gathered for each of the variables. In deed normality (non-normality) of the observations. Determines statistical test implementation. We use person correlation with accepted normality and we use parametric tests with non-normal observations, the statistical test for the study is as follows.

H0: Observations related to culture of organization and export performance are normal.

H1: Observations related to culture of organization and export performance are non-normal.

Results obtained from KOLMOGORV-SMIRNOR test indicate that the level of significance for both variables, culture of organization and export performances, is more than 0.05. Thus hypothesis null of the test is not rejected (that is P-Value > 0.05) and therefore, observations related to culture of organization and export performance are normal.

## Investigation of Hypotheses

Main is positive and significant relationship between culture of organization and export performance. Results of PEARSON test are as follows.

**Table 6.** Test of relationship between organization culture and export performance.

Pearson test	Export performance	
	Pearson coefficient	Level of significance
Organization culture	0.608	0.000

As can be seen in (Table 6) Pearson correlation coefficient between organization culture and export performance is 0.608 at a level of significance 0.000 which is lower than 0.05. And according to explanations of the test, the relationship between organization culture and export performance is significant. Regarding the positive Pearson coefficient, it is inferred that the more the organization culture develops the more the export performance increases.

## Sub hypotheses

- There is a positive relationship between compatibility and export performance.

Results of Pearson test are as follows:

**Table 7.** Test of relationship between compatibility and export performance.

Pearson test	Export performance	
	Pearson coefficient	Level of significance
Compatibility	0.368	0.000

As seen in (Table 7) above, Pearson coefficient between compatibility and export performance is 0.368 at a level of significance which is lower than 0.05 and according to explanation the relationship between compatibility and export performance is significant. Regarding the positive Pearson Coefficient, it is inferred that as the compatibility increases the export performance increases with it.

- There is a positive and significant relationship between adaptability and export performance.

Pearson test results are as follows:

**Table 8.** Test of relationship between adaptability and export performance.

Pearson test	Export performance	
	Pearson coefficient	Level of significance
Adaptability	0.357	0.000

As can be seen in (Table 8) above, correlation coefficient between adaptability and export performance is 0.357. 0.000 at a level of significance which is lower than 0.05. According to the explanation of the test, the relationship

between adaptability and export performance is positive significant. Regarding the positive Coefficient, it is inferred that the higher the adaptability the higher the export performance will be.

- There is a positive and significant relationship between getting involved in work and export performance. Results of Pearson test for the above sub hypothesis is as shown in (Table 9) below:

**Table 9.** Test of relationship between getting involved in work and export performance.

Pearson test	Export performance	
	Pearson coefficient	Level of significance
Getting involved in work	0.595	0.000

As can be seen in table-9 above, Pearson coefficient between getting involved in work and export performance is 0.595 at the 0.000 level of significance which is lower than 0.05. According to the introductory explanation about the test, this relationship is significant. Considering the positive Pearson correlation coefficient we can infer that the more getting involved in work increase the higher the export performance will grow.

- There is a significant relationship between mission of the organization and export performance. Results of Pearson test is as follows:

**Table 10.** Test of relationship between mission and export performance.

Pearson test	Export performance	
	Pearson coefficient	Level of significance
Mission	0.329	0.000

As can see in (Table 10), Pearson coefficient of correlation between the organization mission and export performance is 0.39 at the 0.000 level of significance, which is less than 0.05. According to the introductory explanation about this test, the relationship between the organization mission and export performance is significant. Regarding the positive correlation coefficient it is inferred that the more the mission grows, the more the export performance will grow.

Liner Regression Model between export performance and aspects of organization culture

Since there is a significant relationship between export performance and all aspects of organization culture (compatibility, adaptability, getting involved in work and mission), to find the Regression model we used the liner regression. Regression output is as follows (Table 11).

**Table 11.** Test of regression analysis.

Regression model	R	R <sup>2</sup>	MS	df.	F	sig
1	0.705	0.497	62.501	149	35.813	0.000

According to the results obtained, correlation coefficient of this model is 0.705 and R<sup>2</sup>=0.49 which shows that 49.7% of the data are covered; 0.000 level of significance also confirms the model. Output of the model coefficients is as show in the following (Table 12):

**Table 12.** Regression coefficients.

Regression model	coefficients	efficiency	t	sig
Constant	0.769	-	2.634	0.009
Compatibility	0.021	0.048	0.716	0.475
Adaptability	0.311	0.326	5.316	0.000
Work involvement	0.339	0.501	7.636	0.000
mission	0.142	0.199	3.193	0.002

According to (Table 12) highest effectiveness belongs to getting involved in work (0.501), compatibility (0.326) and mission (0.199) which are confirmed with respect to level of significance (sig < 0.05).

## Discussion and Conclusion

### Conclusion and discussion about the main Hypothesis

There is a significant relationship between organization culture and export performance in food stuff exporting firms in Mashhad. 150 questionnaires were collected order to accept or reject the above hypothesis. The questionnaires were analyzed. Based on the SPSS output, the significance observed was less than 0.05 which is lower than standard level of significance ( $\alpha=0.05$ ). Therefore hypotheses H0 and H1 are confirmed at significance level 0.95 and the main hypothesis was confirmed. On the other hand correlation coefficient between the two variables was 0.608. That is to say the there is a positive relationship between export performance and organization culture. The positive Pearson coefficient shows that the more the organization culture grows, the more the expert performance grows.

### Conclusion and discussion about sub hypotheses

#### *Sub hypothesis-1*

There is a significant relationship between computability and export performance. Correlation coefficient between the two variables was 0.368 ( $p=0.95$ ) and the study hypothesis was confirmed. It is inferred that when compatibility increases export performance will increase with it.

#### *Sub hypothesis 2*

There is a significant relationship between adaptability and export performance. Significance observed is less than 0.05 which is lower than standard significance level ( $\alpha=0.05$ ). Thus H0 and H1 are confirmed at significance level of 0.95. Correlation coefficient between the two variables is 0.357 which indicates a positive relationship. According to positive person coefficient when the adaptability increases, export performance will increase with it.

#### *Sub hypothesis 3*

There is significant relationship between work involvement and export performance. In this study H0 is rejected but H1 is confirmed. Correlation coefficient between the two variables was 0.595. This shows a positive relationship between work involvement and export performance. That means when getting involved in work increases then export performance will increase with it.

#### *Sub hypothesis 4*

There is a significant relationship between mission and export performance. H0 is rejected and H1 is confirmed at a significance level of 0.95. Correlation coefficient between the two variables was 0.329. This indicates a positive relationship between mission and export performance where increase in mission will increase export performance.

### Conclusion

In this study relationship between Denison's culture of organization and export performance in food stuff exporting firms in Mashhad was investigated. Based on data analysis both the main hypothesis and sub hypotheses of the study were investigated. In this study the main hypotheses and four sub hypotheses were approved.

### Suggestions

14-1: It is suggested that food stuff exporting firms help to promote the export performance by holding conferences, seminars and publishing monthly conditioned.

Improvement of infra-structures including creation a flexible organization in interaction with environment an aspect of organization culture and establishment of organized systems to conform with external environment so that export performance is improved.

Identification of threats and opportunities especially data related to rivals and their market strategies in order to keep up with the market trends.

- Enhancing infrastructure development, including creating an enterprise-friendly flexible organizational structure as an organizational dimension of the organization, and deploying systematic systems to adapt to the external environment, thereby improving the company's export performance.

Establishment of a system in organization to exploit customer's knowledge, experience and asking their opinions about products, services and performance to elevate the firm.

Investment in information technology and establishment of management information system to promote performance level in the firm.

### **Proposals to other researchers**

Since the present study examined the relationship between the dimensions of organizational culture and export performance in the company that exports food products in the city of Mashhad, the following suggestions for future research are given to the researchers:

The Relationship between technological innovation and export performance in competitive markets.  
Investigating the relationship between competitive strategies and improving export performance.  
Impact of business intelligence on the organization's performance in small and medium-sized exporting companies.

Investigating the relationship between service quality management and export performance.

Investigate the relationship between global talent management and export performance.

The relationship between value chain management and export performance in the market.

### **Conflict of Interest**

The authors declare no conflict of interest.

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