

Westernization as an essential factor to measure development, but do not turn their back on the Islamic heritage of Turkey. Turkification, Islamization, and contemporization identify Pamuk's questioning a universal human identity and of his privileging of Turkish Islamic and nationalist difference. Pamuk's writings accepted both Islamic and nationalistic views as integral parts of the Turkish cultural heritage and the anxiety of the loss of the old culture that might occur with their absolutism. Pamuk tries to state Turkish people are interrogated or suggestive at a historic moment of transition. They tend to be somewhat directive, prescriptive, and authoritative, to the extent of being almost logically radical.

**Conclusion.** 'The book' becomes a new reliance, the promise of a new existential plenitude, not momentary and nonfragile as everyday modern life. The symbolism of the work, the search for lost paradise, and the collusion of Western modernity through the traditional values is *The New Life's* main theme. Orhan Pamuk identifies the words of a homogenizing, unifying, and absolutist text of a nation. He shows original identities in the paradoxical critique of globalization and multinational corporate expansion at the end of the twentieth century. The achievement of Pamuk's novel is not a simple portrayal of Turkey's catastrophe of identity between East and West. Pamuk succeeds in seeing a highly sophisticated and harsh but also pleasing and entertaining critique of anti-global economic nationalism.

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## DETERMINATION OF THE EFFECT OF ENTREPRENEURIAL ORGANIZATIONAL CULTURE ON SUCCESSFUL ESTABLISHMENT OF TOTAL PRODUCTIVE MAINTENANCE

*Amir Farbod Farid,*

*Department of Industrial Management, Faculty of Management, Central  
tehran Branch, Islamic Azad University, tehran, Iran, a.f.farid@gmail.com*

**Abstract.** The complexity and turbulence of today's business environment have made organizations enhance their competencies so as to respond to environmental changes. The significance of a culture that encourages creativity and innovation for the attainment of entrepreneurial goals is highlighted more when it comes to responding to considerable changes in the business environment. The objective of the present research was to study the effect of entrepreneurial organizational culture on successful establishment of Total Productive Maintenance (TPM). It was a descriptive-survey study regarding its nature and methodology and was an applied study with regard to its objective. The scale used in this research was a questionnaire distributed among 86 members of the statistical population formed of the personnel. The sample size was calculated using the Cochran formula. Reliability of the questionnaire was calculated to be 0.96 using the Cronbach's alpha coefficient while the validity of the questionnaire was examined based on its face validity and construct validity. The data was analyzed using the SPSS 18 statistical software and AMOS20 software through descriptive and inferential statistical methods. Results suggested that entrepreneurial organizational culture and its components influence successful establishment of total productive maintenance in Isfahan. Some of the aforementioned factors include: boldness, tolerance of creative deviance, underdog aggressiveness, work meaningfulness, risk taking, open communication, cooperation, fun, proactive innovation, and voice.

**Keywords:** Organizational Culture, Entrepreneurship, Entrepreneurial Organizational Culture, Total Productive Maintenance

**Introduction.** Entrepreneurial organizational culture is a common system of beliefs, values, and norms of members of an organization. Such a culture embraces components such as valuing creativity and tolerating creative individuals. According to this culture, innovation and boldness are necessary for using market chances when organizations face survival problems, environmental uncertainty and threats of rivals. Organizations need to institutionalize entrepreneurial culture in order to become entrepreneurial organizations. Organizations should consider human capital a key resource and do their best to maintain and support this resource. In this regard, organizations need to reinforce their innovativeness and create a space for innovative actions taken by their members (McGuire, 2003).

Since entrepreneurial organizational culture influences intellectual and doctrinal bases of personnel and since it is institutionalized in individuals' personalities, it is considered the vital lifeline for the success or failure of all organizational plans. Analytic studies of the modern management literature suggest that most organizational failures in establishment of systems and implementation of new management theories can be ascribed to soft organizational aspects and cultural grounds (Zali et al., 2013). Therefore, establishment of new management systems including Total

Productive Maintenance (TPM), as inevitable necessities in today's competitive arena, is only successful when cultural backgrounds are available (Nilipour Tabatabaei, 2011).

Entrepreneurial organizational culture is a collection of norms, beliefs, values and conventions that are rooted in the past life of the organization. The older layer of such a culture is the strongest due to its age and is not easily challenged by changes in the inside and outside of the organization. However, the stress and turbulence caused by changes of fundamental values to the organizations' atmosphere and workplace are other reasons underlying the support of managers and personnel for invariability of the organization's culture (Kordaneij et al., 2009).

According to the above explanation, apparently many Iranian organizations, especially the ones with longer historical backgrounds and with governmental origins, are stranger to modern requirements and modern management systems. On the other hand, although various separate studies have been recently conducted on entrepreneurial organizational culture and total productive maintenance (Fraser, 2014; Graisa and Al-Habaibeh, 2011; Kaur et al., 2013; McGuire, 2003; Singh et al., 2013), no study has coherently focused on the relationships between these variables. Hence, the present study is more likely among the first studies carried out in the steel industry and this field. This study examined the effect of entrepreneurial organizational culture on successful establishment of total productive maintenance. In the following the theoretical fundamentals of the study are discussed. Next, the research model and hypotheses are presented. Next come the research methodology and findings resulted from data analysis. In the end, conclusions, discussions and suggestions are provided.

## **2. Research Theoretical Framework**

### **2.1. Organizational Culture**

One of the most important problems of every organization is to understand the organizational culture. This understanding is vital not only for protecting the health of the individual but also for survival of the organization. Organizational culture is a philosophy that forms the organization's policy and behaviors by considering either the personnel and clients or fundamental hypotheses and beliefs shared by the members. These beliefs and hypotheses form the basis of day-to-day activities of the organization. Hence, organizational culture can be defined as a system of meanings and concepts shared by individuals and organization's members. In every organization, there is a model of beliefs, behaviors, symbols, customs and rituals that are acquired, developed and formed over time. These models give a special identity and personality to the organizations. An organization's members behave and acted according to such a model and try to get a better common and equal understanding (Kamyab and Forouz Shahrestani, 2011).

**2.2. Entrepreneurial Organizational Culture.** McGuire states that every entrepreneurial culture has 10 specific characteristics that are basically as follows: Boldness: It is a level valued by the organization's members in making decisions and acting especially with regard to attainment of market chances. Prioritizing boldness helps replace passiveness with activeness in forming (designing) the future environment. Such a change protects the organization against resources flow even in vague conditions, gives freedom of change and indicates that no organization tasks can be accomplished without scrutinization.

Tolerance of creative deviance: It is a level at which opposing approaches are valued to tolerate entrepreneurial creative deviance. At this level opposing behaviors which are demonstrated by creative and competitive and challenge the existing conditions are tolerated and accepted. It is also believed that the main role of management is finding competitive individuals and providing for their creativeness.

Underdog aggressiveness: It is a level at which the organization's members value outpacing their rivals and new comers. Work meaningfulness: It is a level at which the members understand the importance of their work and its accomplishment. They also value accomplishment, attainment of goals, need for professional independence and release from bureaucracy. Risk taking: At this level, members come to believe that all people from all organizational levels have to take reasonable risks. It is believed that failure is a source of learning (instead of embarrassment) and that smart successes and failures have to be rewarded. Open communication: At this level members believe in constant and open communications with the insiders and outsiders and consider relatively free access of all individuals to information to be an appropriate and qualified approach. It is also believed that beliefs and suggestions can be obtained from several resources including personnel operating at any organizational level. Cooperation: At this level, the members value collective or team efforts made to attain goals. Fun: At this level, members value fun and believe that it is appropriate to have fun with colleagues with the same gender. It is also believed that practical entertainment and funs are appropriate for solving problems and creating new capabilities.

Proactive innovation: It is a level at which the members realize that proactive working is more rational and appropriate than meeting the current and apparent needs of customers. It is also believed that active innovation is a qualified and suitable means of the survival and bloom of organizations.

Voice (tolerance of opposing remarks): It is a level at which members believe that allowing for complains is a better way for improvement and correction of the organization than silent tolerance or leaving the organization. Moreover, at this level it is important to keep patient people even at the cost of coming up with innovative and odd solutions (McGuire, 2003).

**2.3. Total Productive Maintenance (TPM).** TPM is the abbreviated form of Total Productive Maintenance. It is a unique intellectual framework that can be used as the basis for establishment of a comprehensive maintenance system in an organization. TPM originated in the 1970s from the Japanese automobile industries and was introduced to the world in 1988 with publication of the first Latin work on TPM. In fact, TPM is an imitation of the TQM system.

While TPM is aimed for zero breakdown, TQM aims for zero defects in the end products. The strategy underlying both approaches is prevention at the origin instead of solving problems.

Total Productive Maintenance is a new system, application of whose principles and rules provides for implementation of more advanced production systems such as comprehensive quality management and timely production. The important point about this system is that its concepts go beyond predicted and preventive maintenance and enhancement of productivity and efficiency of machinery. In addition, the culture developed in the organization as a result of self-reliant workgroups, sets the scene for the outbreak or silence of creativity, innovations and successful establishment of TPM (Moemeni et al., 2010).

On the other hand, successful implementation of TPM in any company, not only requires illustration of implementation procedures and techniques, but also necessitates incorporation of the philosophy of TPM. This sort of measures can be taken through coordination of managers and participation of personnel. Addressing software and human issues, especially those associated with the dominance of an entrepreneurial culture, is important to the successful establishment of TPM (Ghaffari, 2010).

**3. Research Model and Hypotheses.** Figure (1) shows the research conceptual model proposed on the basis of theoretical fundamentals. This model reflects the effect of entrepreneurial organizational culture and its dimensions on total productive maintenance. The following hypotheses were formulated based on the research conceptual model:

**Primary Hypothesis:** H1: Entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

**Secondary Hypotheses:** H1a: The “boldness” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

H1b: The “tolerance of creative deviance” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

H1c: The “underdog aggressiveness” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

H1d: The “work meaningfulness” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

H1e: The “risk taking” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

H1f: The “open communication” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

H1g: The “cooperation” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

H1i: The “fun” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

H1j: The “proactive innovation” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM).

H1k: The “voice” dimension of entrepreneurial organizational culture influences successful implementation of total productive maintenance (TPM).

**4. Research Method.** It was an applied research regarding its objective and was a descriptive research, which was based on structural equation modeling (SEM), with regard to its data collection method.

Since the objective of the present research was to analyze the effect of determination of the influence of entrepreneurial organizational culture on successful establishment of total productive maintenance (TPM), the personnel working in its maintenance section formed the statistical population for this research. Data was collected using the simple random sampling method. The required sample size was also calculated to be 84 using the Cochran formula. A total of 100 questionnaires were distributed and 86 valid questionnaires were returned. According to the Cochran formula, the sample size was suitable for the defined range and for analysis purposes.

Answers were assessed based on the five-point Likert scale with options ranging from “fully disagreed” to “fully agreed”. The score assigned to each question also varied between 1 and 5.

In this research, content validity was used to assess the validity of the questionnaire. To this end, a total of 10 questionnaires were handed to the experts knowledgeable about the effect of entrepreneurial organizational culture on total productive maintenance. Following the examination of expert opinions using the Delphi method, the questionnaires were corrected and sent back to the experts. Finally, after application of final opinions of the experts, the final questionnaire was formulated and content validity of the questionnaire was confirmed.

In order to determine the reliability of the questionnaire the SPSS 18 software was used to calculate the Cronbach’s alpha coefficient of the questionnaire (0.96). Table (1) presents questionnaire variables, statement sources and Cronbach’s alpha.

In this research, SPSS 18 and Amos 20 were used to analyze the data. Moreover, structural equation modeling was also employed to examine the research hypotheses and the fitness of the conceptual model. In structural equation modeling, the fitness of the research data to the conceptual model is examined on one hand, and the meaningfulness of relationships in the fitted model is assessed on the other hand. The fitness indicators for the model included CMIN/Df, RMSEA, GFI, AGFI, NFI and CFI. A model is adequately fitted if its CMIN is smaller than 3 (compared to the degree of freedom), RMSEA is smaller than 10%, and GFI, AGFI, NFI and CFI are smaller than 90%.

**5. Findings.** Structural equation modeling was applied to examine and confirm the measurement methods and test the research hypotheses. Table (2) shows the overall indicators for fitness of the conceptual model.

According to the above discussions it can be concluded that the overall indicators reflect satisfactory fitness of the model and the data. In other words, it can be said that the collected data support the model properly. The modified version of the structural equation model as well as the regression coefficients are presented in Figure (2).

After examination and confirmation of the model, two minor indicators including the critical value (C.R.) and P were used to test the meaningfulness of the hypotheses. Critical value is a value obtained by dividing the “regression weight estimation ( $\beta$ )” to the “standard deviation”. For the significance level of 0.05, the critical value needs to be higher than 1.96. A parameter with a value smaller than 1.96 is not considered an important parameter. In addition, values smaller than 0.05 for P, reflect a significant difference between the value calculated for regression weights and the zero value at a significance level of 0.05. Research hypotheses along with regression coefficients and values of minor indicators for each hypothesis are presented in Table (3).

According to Table (3), which is based on the results of examination of research hypotheses, it can be said that all hypotheses are approved and are meaningful.

**Discussion and Conclusion.** This study focused on the effect of entrepreneurial organizational culture on successful establishment of total productive maintenance (TPM) in Isfahan. The structural equation modeling (SEM) was used to estimate the parameters of the research model. Results obtained from the AMOS 20 software revealed that the research structural model has adequate fitness and has acceptable overall fitness.

Table (3) and Figure (2) show the results of examination of the structural relationships among the latent variables. This research proposed one primary hypothesis and ten secondary hypotheses. This section presents a brief of results of examination of these hypotheses.

The primary research hypothesis was the effectiveness of entrepreneurial organizational culture for successful establishment of total productive maintenance. According to the results of analyses of the data on the primary hypothesis, the regression coefficient for this hypothesis was 0.97. This hypothesis was approved at a confidence level of 0.99.

The first secondary hypothesis was the effectiveness of the “boldness” dimension of entrepreneurial organizational culture for successful establishment of total productive maintenance (TPM). The standardized regression coefficient for this hypothesis was 0.58. Therefore, since the value of P for this regression coefficient was smaller than 0.001, this hypothesis was approved at a confidence level of 0.99. In other words, boldness influences successful establishment of TPM at a confidence level of 0.99.

The second secondary hypothesis was the effectiveness of the “tolerance of creative deviance” dimension of entrepreneurial organizational culture for successful establishment of total productive maintenance (TPM). The standardized regression coefficient for this hypothesis was 0.62. Therefore, since the value of P for this regression coefficient was smaller than 0.001, this hypothesis was approved at a confidence level of 0.99. In other words, tolerance of creative deviance influences successful establishment of TPM at a confidence level of 0.99.

According to the results of analyses of the third secondary hypothesis and the associated regression coefficient (0.93) it can be said that the “underdog aggressiveness” dimension of entrepreneurial culture contributes to successful establishment of TPM at a confidence level of 0.99.

The fourth secondary hypothesis states that the “work meaningfulness” dimension of entrepreneurial organizational culture influences successful establishment of TPM. According to the results of analyses of data on the fourth secondary hypothesis and a regression coefficient of 0.81, this hypothesis was approved at a confidence level of 0.99. According to the results of analyses of the data on the fifth secondary hypothesis and the regression coefficient for this hypothesis (0.69) it can be said that the “risk taking” dimension of entrepreneurial organizational culture influences successful establishment of TPM at a confidence level of 0.99.

The sixth secondary hypothesis states that the “open communication” dimension of entrepreneurial organizational culture influences successful establishment of TPM. According to the results of analyses of the data on the sixth secondary hypothesis and the regression coefficient for this hypothesis (0.83), this hypothesis was also approved at a confidence level of 0.99.

The seventh secondary hypothesis was the effectiveness of the “cooperation” dimension of entrepreneurial organizational culture for successful establishment of total productive maintenance (TPM). The standardized regression coefficient for this hypothesis was 0.95. Since the value of P associated with this regression coefficient was smaller than 0.001, this hypothesis was approved at a confidence level of 0.99. In other words, cooperation contributes to successful establishment of TPM at a confidence level of 0.99.

The eighth secondary hypothesis states that the “fun” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM) . According to the results of analyses of the data on the eighth secondary hypothesis and the regression coefficient for this hypothesis (0.37), it can be said that the “fun” dimension of entrepreneurial organizational culture influences successful establishment of TPM at a confidence level of 0.95. The ninth secondary hypothesis states that the “proactive innovation” dimension of entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM). According to the results of analyses of the data on the ninth secondary hypothesis and the regression coefficient for this hypothesis (0.82), this hypothesis was also approved at a confidence level of 0.99.

The tenth secondary hypothesis was the effectiveness of the “voice” dimension of entrepreneurial organization culture for successful establishment of total productive maintenance (TPM). The standardized regression coefficient for this hypothesis was 0.73. Since the value of P for this regression coefficient was smaller than 0.001, this hypothesis was approved at a confidence level of 0.99. In other words, voice influences successful establishment of TPM at a confidence level of 0.99.

According to the results, suggestions presented in this section can be useful for managers. These suggestions can form one of the main axes of future plans of managers for improvement of establishment of TPM. The most important suggestions are as follows

Since research results suggest that entrepreneurial organizational culture influences successful establishment of total productive maintenance (TPM), managers of this company are highly recommended to consider the ten dimensions of entrepreneurial organizational culture.

It is recommended to provide beneficiary personnel with the chance of participating in maintenance activities. These personnel also need to benefit from the supports of the maintenance team. The beneficiary personnel have to be able to find and address minor defects. The organization also has to allow for expression of their opinions on identification and analysis of defects.

It is recommended to provide for active participation of maintenance personnel in identification of root causes of defects when a failure occurs or damages are caused. Therefore, when production lines are pulled in at time of overhauls, it is recommended to use beneficiary personnel along with maintenance personnel at the same time. In addition, managers are recommended not to blame failures and damages on others and aim for identification of root causes and expansion of corrective measures.

**Research Limitations and Suggestions for Future Research.** Every study is faced with obstacles and challenges that can influence the whole research if not closely examined. Some of the restrictions imposed on the present research were as follows: Firstly, the circumstances dominating the administrative and organizational environment and the attitude of the managers and personnel toward the research subject were among the serious limitations on this research. Secondly, since data was collected via questionnaires, it was hard to find respondents that would provide honest answers to the questions. Not to mention that the questionnaires also had defects, which are commonly seen in other questionnaires. Thirdly, this study focused on the. Therefore, it is probably hard to generalize the findings to other organizations with different conditions.

On the other hand, since the structural equation modeling was used in this research to assess the effect of entrepreneurial organizational culture on TPM, it is recommended to use techniques such as the genetic algorithm (GA), artificial neural network (ANN) and such to study and predict the aforementioned effect.

It is also suggested to carry out similar studies on other Iranian or foreign companies in the same industry or another industry, which highly needs entrepreneurial organizational culture and TPM, and compare the results with the results of the present research.

## **INVESTIGATING IMPACT OF LEARNING ORGANIZATION ON ORGANIZATIONAL PERFORMANCE THROUGH INTERMEDIARY VARIABLES OF STAFF SATISFACTION AND PERFORMANCE (CASE STUDY: NATIONAL BANK BRANCHES IN ZABOL)**

*Alireza Srgolzaei,*

*Assistant Professor, Department of Management, Zahedan Branch, Islamic Azad University, Zahedan, Iran (Corresponding Author: Sargolzaei191@yahoo.com)*

*Masomeh Mirhosseini, Sedigheh Vaezi, Mahdi Shahraki Deharbab,*

*MSc Student, Department of Public Management, Zabol Branch, Islamic Azad University, Zabol, Iran*

**Abstract.** The purpose of this study was to investigate the effect of learning organization on organizational performance through the variables of staff satisfaction and performance among branches of National Bank of Zabol. The statistical population of this research consists of all employees and experts and managers of branches of the National Bank of Zabol, which are currently operating. According to our follow-up, the size of the population is estimated by about 1218 people. For sampling, the Cochran sample size formula with limited population was used. Finally, 295 statistical units were analyzed. The data collection tool was a standard questionnaire of Hatane et al (2015). Also, in order to describe the data analysis and testing the hypotheses of the research, we used the inferential statistics and structural equation modeling method that was analyzed using smart-pls software. After analyzing the information, each research hypothesis was confirmed. The results of the research hypotheses test show that the learning organization has a positive effect on employee satisfaction and performance, and on the organization performance; the positive effect of employee satisfaction and performance on organizational performance of bank branches was also approved.

**Keywords:** learning organization, staff satisfaction, staff performance, organizational performance, branches of National Bank in Zabol.