

# Designing a model of institutionalization of organizational culture based on synergy in the tourism holding of Parsian Hotels Group

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## Abstract

The main goal of the current research is to institutionalize an organizational culture based on synergy. In this research, descriptive-quantitative research method was used. The statistical population of this research included all employees (Tourism Holding - Parsian Hotels Group), the sample size was 165, and the sampling method was random. The questionnaire tool was made by the researcher, and its validity was verified by face validity, and the reliability with Cronbach's alpha test, which was 0.88. Structural equation method with PLS Smart software was also used for data analysis. The findings showed that all the factors constituting the organizational culture institutionalization model based on synergy in the tourism holding of Parsian Hotels Group (team building, cohesion, structure, innovation, support, motivation, participation and performance) are significant at the 95% confidence level, and as a result, the overall fit of the model GOF was equal to 0.65, which shows the usefulness of the model. Based on this, it can be concluded that the proposed model of institutionalization of organizational culture and synergy in the tourism holding of Parsian Hotel Group can be considered by its management.

## Keywords:

Organizational culture, synergy, tourism holding, Parsian Hotel

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## **Extended Abstract**

### **Introduction**

Synergy means that the efforts of individuals lead to a performance that is greater than the total performance of the members. Synergy is a type of intellectual logic in which the actual sum of the components exceeds its algebraic sum (Feely & et al., 2020). In other words, in this intellectual logic, the sum of 2+2 is a number greater than 4 (supposedly 5). The phenomenon of positive synergy is achieved through coordinated and organized efforts, and the individual efforts of members lead to a level of performance that is more than the sum of their individual inputs (Agosty, 2017). Companies and industrial organizations and commercial enterprises also have a human nature. The necessity of forming organizations has created institutions in human society which, while having a single identity, are made up of different parts and units. Production, engineering, training and sales, marketing, finance, personnel, purchasing, research and development and planning are the units that every organization has them depending on the goals of the establishment, employees, type of work process and many other factors. These organizational units can be considered as human members and organizational and communication culture as human forces. A successful organization establishes coordination and cooperation between its separate and independent units and creates an alien spirit of organizational culture in all of them. This work is a duty and even an art, which today is called the mission and task of the organization's leadership (Rine & Desi, 2016). What is called teamwork today and is considered the basis of the progress of organizational movements, not only requires the coordination and cooperation of the members and individuals of a unit, but also in a comprehensive scope, includes the coordination, understanding and alignment of the various units of the organization and the integrated movement of all of them towards the goal. Today, the leader of the organization is actually the manager of the organization's group. The perfection and growth of the organization depends on how to perform the duties and responsibilities of all units in order to achieve the goals of the organization (He & et al., 2019).

Researchers believe that if managers want to bring about changes in organizations, they must institutionalize the culture of that change, which is done first by knowing the dimensions and components of the intended behavior, and finally, by developing the necessary rules and regulations, the behavior can be institutionalized as a norm in the organization.

Therefore, if in the hotel industry where participation and team work is institutionalized to advance the goals of the organization, synergy can be expectable, which has received less attention in previous researches and requires scientific and research studies. In this regard, the problem and the main goal of the current research is: what model is the institutionalization of organizational culture based on synergy?

### **Literature**

Organizational culture is a common and relatively stable pattern of values, beliefs, and basic convictions in an organization, so it can be said that any fundamental change and transformation in the organization is possible only by knowing the culture of that organization. The purpose of explaining the organizational culture is to introduce it to the people of the organization and to create appropriate solutions to solve problems inside and outside the organization (Lee, 2019). The remarkable success of the last decades of organizations with minimal material facilities on one hand and the failure of organizations with the best material capabilities on the other hand, shows the significant role of non-material and spiritual factors in the growth of organizations. Organization is something more than horizontal and vertical levels, units and hierarchies. An organization has a personality like an individual, a personality that has the characteristics of flexibility, conservatism and

innovation, etc. In the organization, the employees agree on a specific pattern of behavior and this is the organizational culture. Therefore, since in every organization, there is a unique culture of that organization that shows people how to understand and give meaning to events, organizational culture can be used as a powerful lever to guide and strengthen organizational behavior (Zigret, 2015). However, the growth of the organization as a planned process is equal to the transformation of the organizational culture, and any changes and transformations in the organization will not be effective without considering the organizational culture. Finally, it should be said that the realization of organizational goals depends on factors such as the organizational culture governing the human force (Rine & Desi, 2016).

Staying any of the organization's units away from the cycle of its effective and main processes is the removal of one of the members or human resources, which results in the heterogeneous distribution of activities on the shoulders of other units and the occurrence of imbalance in the organizational system. This situation will eventually lead to the discouragement of the members and the overall failure of the group. Imagine that the organizational production department performs its tasks very well and on time and delivers the desired product beyond the program's predictions. If this organization does not have a strong and coordinated marketing or sales unit with the production unit, the overall result will be nothing but the cost of storage, the time consumed by, and disruption of the entire organizational operation (Adeinat et al., 2019). In this case, the leadership of the organization cannot boast of having a strong production unit, nor can it expect sales responsibility from the production unit. Lack of proper planning for production; the incoherence and misalignment of the research and development department with the main goal of the organization and various examples like it will lead to a crisis and failure to achieve the goals of the organization. The success and victory of an organization is not possible unless the power of all units and the movement and coordination of all parts of the organization in a unified direction and in line with the organization's existential goal are brought to the fore (Aranki et al., 2019).

### Research methodology

In this research, descriptive-quantitative research method was used. The statistical population of this research included all employees (Tourism Holding - Parsian Hotels Group), the sample size was 165, and the sampling method was random. The questionnaire tool was made by the researcher, which includes the factors identified from the theoretical literature and qualitative interview of the senior managers of Tourism Holding - Parsian Hotels Group, and was provided to the statistical sample. Also, the validity of the instrument with face validity and reliability was checked by Cronbach's alpha test and it was 0.88. Structural equation method with PLS Smart software was also used for data analysis.

### Research findings

The findings showed that all the factors constituting the organizational culture institutionalization model based on synergy in the tourism holding of Parsian Hotels Group (team building, cohesion, structure, innovation, support, motivation, participation and performance) are significant at the 95% confidence level; and as a result, the overall fit of the model GOF was equal to 0.65, which shows the usefulness of the model.

### Conclusion

In order to institutionalize an organizational culture based on Islamic values, it is necessary to pay attention to various organizational and environmental factors with a strategic view and a systemic approach, and in this research, behavioral factors, structural factors, and contextual and semantic factors were identified. According to the results of the analysis, the correlation

of these factors was confirmed with the institutionalization of organizational culture based on synergy. The results of this research were in line with some studies such as Tahseri (2018), Ardalan (2017), Brown et al., (2016), Sohman (2015), and Vagman (2014).

Organizations must govern a culture in which employees find the necessary motivation and ability to carry out and continue the activity, and by feeling a sense of belonging to their organization, they can provide reasons for the organization's stability and effectiveness. Today, the main source of competitive advantage in many organizations is their capable, dedicated and committed employees. Many experts consider the organizational culture as the basis for the formation of synergy in the organization. Organizations succeed in creating synergy if they have a supportive and reinforcing organizational culture. Managers, who are aware of the relationship between synergy and organizational culture, try to create an environment that provides a context for employee synergy.

Working groups will be successful and effective when managers provide an environment so that employees can take steps to achieve goals by using their talents, knowledge, skills and experiences; this process is called synergistic culture. Therefore, for synergy, the culture of the organization must also be changed. The culture of the organization is mainly formed under the influence of management philosophies and their leadership and behavior. Managers who are receptive to new ideas, respect employees and consider them to be effective and vital factors for the success of the organization, are the best assets of an organization.