

THE ROLE OF PUBLIC CULTURE IN THE CITIZENS PARTNERSHIP**HAJIEH RAJABI FARJAD^{a1} AND NILOUFAR MIRSEPASI^b**^aAssistant Professor, Police University, Tehran, Iran^bAssistant Professor, Faculty Member of Islamic Azad University, Islamshahr Branch**ABSTRACT**

Humankind seeks equality by nature and tends to be viewed respectfully and partnership-seeking. Partnership as a fundamental meaning is one of the democratic systems, and is counted democratic. Partnership in all societies is regarded as a critical subject. Nowadays, the subject of partnership from more democratic to the fully dictatorial one is focused on all the societies. In discussion about public culture, it is the long and short term view which affects the possibility of partnership success in the form of pressures for acquiring outcomes. Studies have been done around outcomes of partnership management indicating that expecting quick and immediate results from fulfilling this management method is impossible. Specially, because conformity and compatibility with this method needs more enhanced education level, changes of informational system, compensation system of personnel services and other cases, it cannot be fulfilled quickly. In this case, cultures with short term tendency could not be a suitable way for success of acquiring partnership management.

KEYWORDS: Organizational Culture - Public Culture - Citizens' Partnership

According to Doaa gooyan (2006), During the last two centuries, we witnessed development of partnership system of social economic in the decision making of governmental system. Although, presence of people in the large scale social system was not regular, all the entities and organizations have found that the people as a main fundamental of the system must have role at the social modifications. Studies related to citizens' partnership are initiated from the time that authors began to study the development, reasons and relics of changes and social modifications. Thus meaning and subject of partnership become an inseparable part of social development, economic and political theories and nearly from the second half of 20th century several societies, organizations, organs and research institutions got through to study, recognize and review different dimensions and facets of partnership. According to Zahedi (2010), Citizenship monitoring is a part of people partnership to manage the affairs of country. By monitoring there will be opportunities to evaluate the exactness of predictions, determine distortions and apply correctional actions. According to King, Stiver 1998, Schakter (1998), Partnership and citizenship monitoring results in the effectiveness of policies and programs in the public section.

PARTICIPATION OF CITIZENS

According to Mosavi (1996) Participation literally means mutual and reciprocal participating of persons for doing some issues. For socialists, participation

is a kind of interactional multi-dimensional process. The word Participation lexically means involvement and gathering for special aim. In terminology, it is discussed very much but in total we can consider its main core includes involvement, activity and impression-taking.

According to Cohen (2007) ,The word of participation which is described as participating in something , is applied in two dimensions guidance and designing the goals and policies and orientating, which is called policy making and also administrative, which involves order and prohibition and there are two foundations of commander and obedient.

The dimension which is emphasized in this writing is political one that Democratic matter as a principle is considered. In public meaning of partnership it is paid attention to the share of different people in fulfilling particular issue, but in specific meaning of participation, what do we mean by that is getting engaged the people along with government and public officials at administrating defined affair of country or region, and for sociology, partnership is cooperative and bailout members of different groups in order to do things collectively. Partnership is the effective involvement of members of one group or society (or their representatives) at all the activities and decision makings which related to entire group and society. In the urbanization encyclopedia, public partnership in the urbanization is defined as: public partnership in urbanization is a means by which members of society allowed to engage in establishing policies and

designs that affect their living circumstances. For World Bank "participation is a process by which benefited persons share their control over trend of development and decisions and resources related to the program."

According to Cohen (2007), The commission of Esfikhington in Britain defines citizens' partnership as following: For us, partnership means people involvement in the establishment of policies and suggestions. Based on the mentioned definitions, it can be said that partnership urbanization is a process in which all of citizens that affected directly or indirectly by urbanization partnership, being engaged in it. In a democratic system, people are allowed to involve in the issue of country in fact people themselves select their governor. In this system, partnership is viewed as democracy's consistency and it involves reasonable evaluation of the degree of established democracy for each of societies. According to Azimi (1999) In other words, at a governmental organ which is based upon the democracy, partnership is the people's real and flourishing moral. According to fakuhi(2000) Because partnership fundamentally defines the degree of legitimacy of a political system. Some of the people believe that concept of political development today is apprehended in the form of democracy development and people's partnership at political management. According to Bier (1987) There is no doubt that being selectiveness of political institutes and supervision of people over these institutes is of political development mechanisms. Partnership means to have portion in something, or being beneficial of it and/ or engaging in a group and cooperating with it. Therefore, we must differentiate between partnership as a state or case (issue of participating) and partnership as an act and commitment (act of partnership). In the former meaning, partnership informs about belonging to a special group and having portion into it, and in the latter meaning is about the group activity and the fulfilled social activity. partnership may have different shapes and degree like cooperative, bailout, correlation, adoption, consistency, acceptance, obedience, playing social roles and doing the tasks that this roles have.

According to Tikaro et. Al (2003), in 1960, humanitarian theories proposed in urbanization. These theories developed the revolution of partnership. The revolution of partnership is a reflection against the previous view about urbanization which had forgotten the people, the people who is regarded basic axis for programming of urban and urbanization. They made

urbanization "for" people not "with" people and this resulted in inactivity of the people. It has been tried in the humanitarian view point, to reduce the distance between people and urban managers. The partnership in fact was a response to the circumstances that societies, especially managers face in the world which is full of changes. Simon says: partnership in management is the all actions that increase influence on the amount and personnel responsibility in the process of decision making by suitable representatives at different levels of organization, and thereby facilitates the establishment of democracy. Partnership is a process that in the course of it, the owner of right play actively role (affect them) in determining priorities, policy makings, resource allocation and executing programs. According to Barber (1984), established the partnership democracy as a need for a strong democracy or transition from inactive and immobile of system of voting to an active one (partnership). This issue involves the higher commitment of ordinary citizens for public welfare issue. In the process of partnership democracy, after requesting the partnership, citizens need to a active negotiation over the issues and problems of public agreement. They also must accept the method which this special and unique decision is taken. According to Morno et.al (2003) In order to put on practice the partnership democracy, principals of Hobermos, public discussion must be regarded:

- 1- All the citizens have equal and same chance to participate in the exchange of information (no body must be denied)
- 2- Selection of the subject is easy for every body and discussion can be stopped and finally followed in the other time.
- 3- Discussion is not affected by any outsider pressures or any other influential element and all the citizens allowed interacting with each other.

Isaac (2000) has defined the partnership discussion as a justice, reasonable and logical communication.

PUBLIC CULTURE

The definition of culture is very difficult. The famous anthropologist, Margaret Mid, has defined culture as common behavioral pattern. Edgar Stain, one of thoughtful in Management Science, defines culture as following:

Culture is a set of main principles and common solutions for global problems, external adaptation (how stay alive) and internal solidarity (how stay beside each other). These assumptions and main principles evolve along the time and are being transferred from one generation to another one (Schneider, translated by Arabi and Izadi, 2000). Culture is a set of behavioral, doctrinal, and acquired specifications of members of a special society (Brous Kuen, three-fold translation, 1994). Dr. Ali Shariati writes about the definition of culture as following:

Culture includes a set of mental, immaterial, artistic, historical, literary, religious, and sentimental statement in the form of signs, symbols, traditions, customs and mores of a nation that along the history has been accumulated uniformly (narrated by Ahmadi, 1991, p 54).

Jafari, (1995)The deceased very learned Mohammad Taghi-e Jafari by considering the definitions of different thoughtful people states such a definition for culture: “Culture is a proper and appropriate practice for those activities of people material and intellectual life, which relays on the manner of right reasoning and their raised sensations in the reasonable life of evolution .

According to Callahan and others (1998), many researchers consider culture as a set of knowledge, belief, art, ethic, rule and customs and any acquired ability and habit by human as a member of society and mention the following specification about it:

In 1983, UNICCO Cultural Commission has defined culture as a complex set of sensational, mental and immaterial specification that are put forward as an index of society or social group.

From the great English anthropologist, Edward Tyler (1882-1917), culture is a complex collection that includes a set of sciences, beliefs, arts, thoughts, industries, technique, ethics, regulations, speech, customs

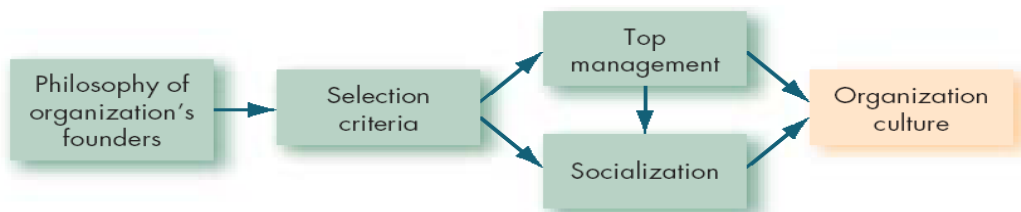
and behaviors and disciplines that human as a member of society learns it (culture) from the society and undertakes some obligations against it.

Barossa and Cardoso (2007) consider organizational culture as a social controller that acts to promote definite behaviors and prevailing values.

According to Deft (2002) Organizational culture is a set of values, beliefs, understanding, deduction and thinking or reflecting practices that the organization’s system have some common aspects in relation to them and this is the same thing that is taught to new members as a correct phenomenon .

According to Alvani (2004) we can consider the organization as a cultural phenomenon. If we suppose culture as a model of values, beliefs, ceremonies, customs, knowledge, world-outlook, views, attitudes and the manner of people’s life in each society, organization also will be a micro-culture or a part of culture. Each organization has special culture, which even though has taken its root from the organization’s culture but the organization specifications also have affected it and have produced a special culture. Each organization culture is a minimization of society culture, but not exactly the same. Inside an organization just as a society is governed by special behavioral norms, there are special values and standards, and beliefs and certain views in proportion to the issues exist. According to Robins (2001), the root of organizational culture is nothing except its founder philosophy. This philosophy in turn affects strongly indexes that are used in the employment process. Some actions and current efforts of the organization top management result in the formation of general climate (of accepted behavior type). How much individuals can get familiar with the organization culture depend on that in choosing individuals process how much the organization can confirms the individuals’ values with what is emphasized by the organization management.

Figure 1: The formation of organizational culture, Robins (2001)



According to Robins (2001), Organizational culture also is confirmed, established and empowered by choosing process, performance evaluation indicators, the methods of reward specification or salary and wage payment, fulfillment of educational programs and staff and members of organization promotion.

THE ROLE OF PUBLIC CULTURE IN THE PARTICIPATION OF CITIZENS

According to Child (1989), Henley and Nay Eu (1986), Lost (1988), the personnel show some specifications through their speech and behavior that make appear the mission and customs of the organization. The models which are introduced in this section mix different attitudes. Each one of these models provides huge or descriptive explanations of one organizational culture form related to special levels of organizational effectiveness and economic development. Undoubtedly, these models are not absolute and to describe the related conceptions have proportional nature. It is necessary to mention that culture or organizational culture, point to positive elements in which people or groups guarantee the junction of organizational aims with qualified goods and services and are responsible to pursue this important issue. Demerged culture (negative): (negative) demerged cultures show many organizations in the developing countries. Generally, demerged culture is determined by isolated sets of values and positive beliefs that are not widely common and interrelated among people. Also demerged cultures have no change-creating, responsible and strong leadership. The reason of this situation is that in many organizations of developing countries, the landscape for realizing personal benefit mostly exists in the high level of customers.

- **Demerged cultures (still):** it is believed that the economics of West European countries and at the top of them Previous Soviet are the symbol of such organizational cultures. The still, demerged culture includes many similar features to previous culture.
- **Demerged cultures naturally positive:** the third type of demerged cultures in comparison with previous cases, have an effective leadership at a strategic level and psychological calm climate. Such a culture mostly shows institutions under public ownership in China.
- **Evolutional cultures:** these cultures are determined by sets of positive correlated or connected culture placed in the key sections of an organization.

- **Core cultures:** core cultures can be found in a common way in the organizations of western industrial societies and in branches and subsidiary units of western multinational companies in the developing countries. One of most important features of these cultures is the formation of values and attitudes in the organization top level and its flowing to the lower levels.

- **Synergic cultures:** it exists in many organizations that the members and departments of the organization have obtained an agreement about values and attitudes. The obvious evidence of this culture is Japan and some East Asia countries.

HEALTHY CULTURE AND SICK CULTURE

In each organization the beliefs of people have two types: guiding beliefs and daily beliefs. As guiding beliefs determine the proportion of daily beliefs motion, they are divided into two groups. Beliefs related to the manner of guiding (external beliefs) and beliefs that are in relation to the manner of organization management and guidance (internal beliefs) that the combination of these two belief constitute the philosophical base of the organization. The alignment of these two group beliefs helps the synergy of this culture and the organization success to realize its aims. In this condition in fact daily beliefs have originated from guiding beliefs and created healthy organizational culture, but otherwise the energies will neutralize each other and cause trouble and contradiction in the organization motion toward its aims and unhealthy organizational culture will be created. Stanly Devise believes that the organization strategy should always be determined and preceded by guiding beliefs and daily beliefs never should undertake such a task. If guiding beliefs do not move the organization strategy, daily beliefs will do that and will result in that in future so many problems be created for the organization. The considerable point is that, when culture formed based on the needs or necessities of individual and organization's task, may at first act at the service of organization activities and management but after a while keeps its distance due to existential philosophical reasons of the organization culture and acts as an independent phenomena. At this time because of management inattention to the power of action of this hidden hand, the culture which was acting dynamic, positive and healthy at first now has been converted to a static, negative and prevalent culture.

What is obvious is that nobody when enters into the organization has not taught how to act. But the desired behavior is taught to everybody who enters the organization gradually. Whatever a group be most allied with each other the teaching will take place faster. In an excessiveness state a group of staff who has been together for long time apparently act exactly like each other in performing task, thinking and talking. Now if this agreement and sympathy be in the positive direction the organization has succeeded. Otherwise the produced culture will prevent the organization to move toward its aims. The results of researches that have been done about eastern organizations by Peters ND Waterman show that the existence of values and basic beliefs in these organizations set the ground of their progress and development and the basic beliefs of eastern organizations staff can be summarized as following:

- To believe in being the best
- To believe in the importance of work details and to perform it well
- To believe in the importance of individuals one by one
- To believe in the high product quality and its services.
- To believe in that the majority of the organization members should be innovator and as a result be ready to support frustration.
- To believe in the informal state in order to increase the contact and relation among the organization members.
- To believe in the acceptance of growth importance and economic benefits of produced cultures by founders having some personal specifications that propagate partnership leadership will have more favorable ground to create partnership. Founders are the real authorities to create value system. Therefore, if they do not transfer the values coordinately and regularly with a participation management style, culture will have no so proper base for participation from the beginning.

While we speak only about the first factor of determiners factor, should remember that culture results from the interaction of all factors, but we know that this case is more effective. Second, the history also as a determiner factor of culture affects the facilities of performing participation.

This disassembling will be easier if past events support democratic and contributing values and if these values get prevalence, after a long term supporting them will be more considerable, namely the time pass will result in promotion and acceptance of these values.

National culture is the third determinant organizational culture that according to Hofstede affects participation management execution from five aspects, so we start to analyze these cases one by one. Countries with high degree distance in power incline to concentration in decision making that cause many problems for work-group such as personnel participation. Therefore, cultures with high degree of power distance are not very favorable ground for participation affairs. Very individualism incline to create cultures that their individual task is linked with independence and management responsibility is proportional with it, and personal services are optimal and accepted. At the beginning such an attitude doesn't agree with participation activities to promote and propagate work-group. This problem has key role in this management style. Aside from the conceptions of manly and womanly attributes, participation management will be executed easily when the next organizational culture that Hofstede names it womanly attributes, get rich and fruitful, and it in this way emphasizes personal relations and life quality, because values are more coordination with primary principles of participation. Running away from uncertain conditions is a problem that while encountering such conditions the individual behave carefully. On one hand participation management execution needs trust climate among the members of organization because each member is expected to make proper decisions to obtain best results as much as possible. So it is obvious to insist that a determined amount of uncertainty should be accepted. Therefore, the tones that have great tendency to avoid conditions of uncertainty for execution of this management method are not reasonable. But we must not mix the trust to people with an amount of turned over power to them, because partnership enact determinant rules and with the assistance of measure which mostly executed based on the amount and method of partnership, restricted. Therefore, it is never viewed as a rule for liberty of commercial activities, but in each of the shapes and situations, it means allowing the personnel to operate along with a special amount of operation freedom. Therefore it seems wrong to say negative and positive effects of this element. The final issue in the national culture is the long and short term view that affects the

potentials of partnership success in the form of pressures for acquiring outcomes. The studies have been done on the outcomes of partnership management indicates this matter that expecting rapid and immediate outcomes in execution of this method of management is impossible. Specially, agreement and compatibility with this method needs to high enhancement of education levels, changes of informational system, the system of compensating personnel services and others, they cannot be fulfilled immediately. In this case, cultures with short term bias are not suitable ground for success of acquiring partnership management.

In spite of analyzing industry issues as an influential element and not a determinant factor in organizational culture, we refer briefly to the industry section. The elements of organization activates that also affect its culture, will be effective on the success of potentials of partnership management method. Specially, because these are industries which coordinate intrinsically with the partnership activities, particularly most of them are shaped by the dean at the points that work - group element is supportive. On the contrary, the industries having bureaucratic effects on their culture make execution of this management method more difficult. In this way we saw that the elements that determine organizational culture, affect very fundamentally the success of possibility of partnership management execution. Organizational culture is located at the center. Then in this case it can appear at the facilitator role or even as an obstacle. As a result we should say that the organization, before making decision about executing or non-executing contribute management, it must consider its previous and primary culture analyzes.

CONCLUSION

If an organizational culture create obstacle against executing partnership management style, the organization must ask itself that whether it is suitable to create changes in its culture or not. Because culture is a result of a complicated social process, therefore changing it is neither simple nor rapid, but it is also impossible. Indeed, culture evolved gradually and it not only is not static but also is dynamic and changes continuously by the time. If a change be considered voluntarily, it is easier to achieve a new success. Reformation and adjustment of organizational culture needs the pass of time and constancy and patience. Because this issue is one of the most important realities in the change and metamorphosis,

such a transition needs to struggle, thought, and cerebration, science of couture, inference and perception. This situation is more difficult in relation to the strong and deeply rooted cultures. The organization must understand the real necessity of culture change. In addition, the potentials of success and required time for its acquisition, must be taken into account if the existing culture of organization viewed not suitable for execution of partnership and as the chant along with the more suitable culture, perceived a very difficult or impossible variable, the company must analyze its goal to executing partnership method, because it is possible that the potential and possibility of success be very low.

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