Full Length Research Paper

Analysis of the Impact of Organizational Culture on Manager's Decision Making Patterns in Iranian Governmental Departments (Case study: Government Departments of Sarpolzohab City)

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Abstract. Culture in the broadest sense refers to complex and advanced human products such as art, philosophy, science and technology and in the social sciences is the shed, to a system of shared meanings, which accepted in collectively reveal way by a certain group at a specific time based on this system carried out meanings, Interaction and behavior of the group. So, the purpose of this study was to analyze the effect of Organizational Culture on Manager's Decision Making Patterns in Iranian Governmental Departments Case study: Government Departments of Sarpolzohab City. The statistical population of the study consisted of 60 subjects from which between them. 52 subjects were selected by Simple random sampling and by using Cochran's formula as samples for the second half of 2013. So this research is descriptive - survey of correlation type. For data collection were used the decision making Questionnaire Robbins (1990) and Organizational culture questionnaire Hofstede (1991). To examine the questionnaire validity was used content validity (verification of questionnaire by a group of university professors) and reliability of the questionnaires was investigated also with calculating by Cronbach alpha coefficient 0.750 for the first questionnaire, and 0.780 for second questionnaire. The results of testing hypotheses by SPSS software in two levels of descriptive and inferential test showed that Organizational Culture has a significant effect on Manager's Decision Making Patterns in Iranian Governmental Departments.

Keywords: Organizational Culture, Manager's Decision Making Patterns, Government Departments of Sarpolzohab City

1. INTRODUCTION

Culture, in the broadest sense refers to complex and advanced human products such as art, philosophy, science and technology and in the social sciences is the shed, to a system of shared meanings, which accepted in collectively reveal way by a certain group at a specific time based on this system carried out meanings, Interaction and behavior of the group (Tousi, 1993). Organization is a group of individuals who work together to achieve specific goals. Generally organization is a cultural phenomenon and every organization has its own culture. Moreover, the metaphors that are used to identify and analyze organizations are metaphor of culture. Considering the cultural metaphor for the organization, are emphasized on the importance of traditions and customs, stories, legends, artifacts and organizational symbols And attention to manager, serve as a symbol of the organization (Rezayian, 2000). As for the people is defined character (in the means of set of constant and stable features) for organizations, can also be defined the character. Organizational culture is Constitutes a character of any organization; it means organizations as well as humans can, conservative, creative, timid and ... (Zarei Matin, 2000).

Core values of the organization, which is largely considered by everyone, is represents a strong culture of that organization. Whatever members of the organization accept the major of core values and have the greater commitment to them the organization will have the stronger culture. Strong cultures have greater impact on individual behavior, and cause of greatly reduced employee relocation. Strong culture leads to confirmation and high agreement among the members of the organization about what the organization is following. Such a perfect agreement is causing integrity, loyalty, and makes a big commitment to the organization. This phenomenon, in turn, may causing people have lower desire to leave the organization. If the content of a strong culture within an organization with the organization
environmental conditions has, adaptability and suitability will lead to greater effectiveness (Robbins, 2006).

Religious organizations, ethnic groups, and Japanese companies, are examples of organizations with strong cultures. In the present world, which goes towards complexity has led the information needed to make a decision to be raised as fundamental, managers need. Successful organizations today have realized that to compete in the global market must have universal high-level managers. Managers' work in organizations is a set of decisions that are made by them in the organization and therefore, emphasized that managers should be people, who active in different decision making in the organization (Hui and Miksel, 2009). In the decision making process, time and human relationships are playing an important role. Decision making causes the current situation of the organization from the operational channels that will be connected to the future. Also decision making is based on the past. Past experiences (positive and negative) have an important role in determining possible or desirable options that the manager knows. Therefore, the long-term goal for the future is partly based on past experiences. It is obvious that the manager cannot decide alone while he/she is deciding some others within the same organization and outside in the other organization, government agencies and community organizations are in other decision making When managers predict their decisions possible achievements should be pay attention to decisions that others have made, and probably inconsistent with their decisions, or interact. The decision-making is a process that managers concerned with the other decision makers determined the direction1.

Considering the importance of organizational culture variables on managers' decision making patterns in the organization and given that the purpose of this study that was to investigate the relationship between organizational cultures on managers' decision making patterns in public administration of Sarpolzohab city of Kermanshah Province in Iran therefore, researchers are trying to answer the question of whether organizational culture has a significant effect on patterns of managers decision making? Or not.

2. THEORETICAL FOUNDATIONS AND LITERATURE REVIEW

1.1. Organizational Culture

Culture has many definitions in knowledge management and organization, as far as the studies that Hofstede (1980) conducted a series of distinct cultures, including different levels, such as core values, norms, beliefs, ideals, behavior, and the man knows cases. In another definition of Shine (2004), given that culture includes a set of common assumptions, the group learns, so that problems of adaptability external and internal harmony it solves, and the resulting performance and its impact is considered valid, and hence, as the correct way to perceive, on the problems of education are taught to new members of the group.

Sadeghpoor (1997), culture includes all the works of intellectual and financial community knows. Ultimately must be said, the organizations that will be remembered as a man sets out behaviors are the behaviors, attitudes prevailing in the organization, and it is referred to as corporate culture. Griffith (2005), organizational culture, first in the 1980s by Ouchi, Waterman and others raised. Moshabaki (2002), organizational culture, a set of key values, beliefs, and knows the difference, who is members of a common organization. Quinn (1999), organizational culture is admitted, contiguous to which the components are attached together. Robbins (1995), organizational culture is a system of joint inference, which are members of an organization towards, and this feature causes the separation of the two organizations are the same. Hofstede (1991), organizational culture is the collective programming of the mind, states that people can differentiate an organization from other organizations. He believes that organizational culture consists of four types: intellectual culture; Ideological culture, Consensual Culture and Hierarchical culture.

Intellectual culture, by focusing activities within an integrated and focused, determined, and thereby compete with other organizations is an organization, core values such as culture, effectiveness and efficiency of form.

Ideological Cultural, intellectual culture in contrast, focuses on decentralization of power, and realize growth and external competitiveness is a broad goals of leadership led to the commitment of individuals to the organization. Consensual Culture, based on decentralization of power, given the variety of activities and internal, to maintain the system, so the relationship of the members very friendly and is based on cooperation, and that of group spirit, and so their trust towards that it is.

1For more information please visit the following website: modiryar.com
Hierarchical culture, as well as corporate culture, as opposed to intellectual and ideological culture based on respect and maintain the internal system, the concentration of power and features.

1.2. Decision Making

Study concept and nature of the decision-making difficult and sensitive, and this is due to its complex nature, when we impose certain things have reached an agreement on the subject, or issue. We've resolved that in all these cases, in fact, the kind of decisions we've been in this situation, the process has finished, but then the other, forming an if we look at the matter in this light, the decision is a dynamic process, not the end. Decision-making process, in particular, involves choosing a path from among two or more existing methods. The decision means the conscious choice, which allows individuals, according to a given set of conditions, their behavior and their own thinking, and then set an option, accepted, and then be carried out (Hui and Mikls, 2009). Alvani (2007), the decision to choose one path from among the various defined. Rezaian, (2000), decision analysis methods available, and choosing a way to achieve goals. Hersey and Blanchard (1986) decision, the selection reflects a particular approach to solving a particular problem or issue. According to the above definitions, the decision must have been some process Soltani (2000), the decision making, including eight stages considered.

(1) Create a productive purpose, without any ambiguity that it can return to the evaluation, and then define the problem. Typical examples include: Maximizing profits, minimizing costs or maximizing service quality.

(2) The express purpose of returns, the amount and terms of funding, the collection of appropriate data, it can be done.

(3) Select the set of possible substitutes for consideration. At this point, the only alternative strategies, which have the recognition, consider, and therefore assume that all successors are known.

(4) Determine and establish a pattern used to indicate strategies based on yield goal, and specifying values (measuring devices), the parameters of the process.

(5) Rate of return targets

(6) Defining strategy for the purposes of efficiency, there in Step 1 gives the best value, or it will be the optimum. The selection procedure for admission

(7) Implement selected strategies

(8) Control strategies for success.

1.3. The Impact of Organizational Culture on Manager's Decision Making Patterns

Today, all of these believe that the organization is nothing more than circles, hierarchies and is optional. An organization, such as a person’s character, personality characteristics of flexibility, creativity and the like, is important. The organization, staffing than a particular pattern of behavior, are in agreement that this is the corporate culture. Theories and new research shows that in management, organizational culture to implement the technique, and effective management methods, and hence managers must have full attention. Organizational culture, the formulation of goals and strategies, individual behavior and organizational performance, motivation and job attitudes, creativity and innovation, how to decide on the level of employee involvement, level of dedication, commitment, discipline, hard work, anxiety, and such it affects. Here, the impact of organizational culture on the role of management, including the role of decision-making, as the basis and essence of management is significant because the environment is changing permanent. The organization should continue to exist, continue to coincide with changes in the environment. Therefore, the organization is engaged in a continuous effort, more and better environmental conditions and to coordinate its environment, and the need to make timely decisions, and good managers. (Hamdi, 2010)

1.4. Review of Literature

Can be said about literature research, numerous research has been done in relation to research variables:

Hamdi et al, (2010) examined Organizational culture and its relationship with Manager's Decision Making Patterns (Case Study refrigerator industry Manufacturing Tehran). The results showed that there is an Organizational culture has effect on Manager's Decision Making Patterns. Yoblouei (2009) examined cultural factors and their impact on decision-making styles of managers in the Department of Education of Fereidoonshahr city, Frieden of Chadegan and Buin and Miandasht. The results showed that there is a direct linear relationship between tendency of subordinates and autocratic style of decision making, but there is no relationship between culture of persistence of practices and autocratic style; there is an inverse linear relationship between willingness level of subordinates and Consulting style of decision making but, there is no relationship between mission culture and Consulting style, there is a direct linear relationship between participatory culture and participatory decision-making style, but there is not.
relationship between the level of average to over tendency of subordinates and participative style, there is an inverse linear relationship between level of tendency of staff and delegating decision-making style, but there is no relationship between the flexible culture and delegating style.

Tehrani and Hadizadeh Moghadam (2009) examined the relationship between the public decision-making styles of managers in government agencies (Case Study: National Oil Products Distribution Company Director). The results showed that, there is a significant negative relationship between the rational and intuitive decision making styles, between rational decision-making style and avoidant decision-making style, there is a significant positive between rational decision-making style, and avoidant style, and there is a positive significant relationship between Intuitive decision styles and immediate decision-making styles also, between the avoidant style of decision-making and each style of dependency and immediate decision making in this study was obtained negatively correlated. In this study there was no a significant relationship between each of decision making styles and two features of demographics, work experience and education of managers. Vahedpour et al (2006) examined the effectiveness of decision-making style, of innovative managers compared with adapted managers. The results showed that innovative managers have more effectively decision-making styles than compatible managers. Also results showed that creative managers in the innovative style of decision making, in comparison with the style of consistent decision making, are associated with greater creativity. Gohari and Habibi (2004) examined the relationship between knowledge of management and decision-making styles of staff managers of education of Mashhad. Results showed that there is an inverse relationship between knowledge of management and participatory decision-making style, advisory and authoritarian but not significant. There is a significant difference among staff managers from the direction of knowledge of management. Najaf Aghaei and Kouzehchyan (2002) examined the decision making practices of physical education managers of universities affiliated to the Ministry of Science, Research and Technology. Results showed that subordinates level of preparedness only is not determinant factor of decision making styles of managers, but his level of preparedness of manager, is also effective in determining his/her decision making.

1.5. The proposed study

The primary objective of this survey is the Impact analysis of organizational culture on decision-making patterns of Administrative Managers in Sarpolezahab city. More specifically, we look for the following objectives:

1. Evaluate the effect Intellectual culture on decision-making patterns of Administrative Managers in Sarpolezahab city.
2. Evaluate the effect Ideological culture on decision-making patterns of Administrative Managers in Sarpolezahab city.
3. Evaluate the effect Consensual Culture on decision-making patterns of Administrative Managers in Sarpolezahab city.
4. Evaluate the effect Hierarchical culture on decision-making patterns of Administrative Managers in Sarpolezahab city.

According to the above research hypotheses are as follows:

1.6. The main hypothesis

Organizational Culture has a significant effect on Manager's Decision Making Patterns.

1.7. Sub- Hypothesis

1. Intellectual culture has a significant effect on Manager's Decision Making Patterns.
2. Ideological culture has a significant effect on Manager's Decision Making Patterns.
3. Consensual Culture has a significant effect on Manager's Decision Making Patterns.
4. Hierarchical culture has a significant effect on Manager's Decision Making Patterns.
3. MATERIALS AND METHODS

The study was descriptive - survey of correlation type, which is in applied research. Information requirements of the research literature have been collected from books, professional journals and articles in Persian and Latin extracted from the Internet. For data collection was used, the Organizational culture questionnaire Hofstede (1991), which consists of 16 questions and decision making Questionnaire Robbins (1990), which contains 28 questions. Validity of the questionnaire was approved by a group of university professors. And reliability of the questionnaire is determined, by Cronbach’s alpha for various factors of the questionnaire (0.750 and 0.780). For statistical data analysis with Using SPSS software in order to effect between sub-hypotheses were use, linear regression models, and to test the main hypothesis, used stepwise regression, with the help the least squares method, in 0.99 confidence level the coefficient of determination (\( R^2 \)), adjusted coefficient of determination (\( \overline{R}^2 \)) and \( P \) value, If the \( P \)-value <0.01, the hypothesis (\( H_1 \)) confirmed and hypothesis (\( H_0 \)) is rejected. The statistical population of this research is consisted 60 of Managers of Government Departments of Sarpolzohab City by using Cochran's formula 52 subjects were selected as sample for the second half of 2013.

4. RESULTS

In this study for analysis the research hypotheses were used SPSS software and descriptive statistics test the results are shown in Tables 1 to 3.

Table 1: Descriptive Statistics of research community sample

<table>
<thead>
<tr>
<th>Specificity</th>
<th>Group (percent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Women (0.2)</td>
</tr>
<tr>
<td>Age</td>
<td>32-45 years (0.30)</td>
</tr>
<tr>
<td>Degree</td>
<td>Bachelor (0.75)</td>
</tr>
<tr>
<td>Experience</td>
<td>1-16 (0.78)</td>
</tr>
<tr>
<td></td>
<td>Man (0.98)</td>
</tr>
<tr>
<td></td>
<td>46-60 years (0.70)</td>
</tr>
<tr>
<td></td>
<td>Masters or higher (0.25)</td>
</tr>
<tr>
<td></td>
<td>17-30 (0.22)</td>
</tr>
</tbody>
</table>

Table 2: Sub hypotheses

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Hypothes1</th>
<th>Hypothes2</th>
<th>Hypothes3</th>
<th>Hypothes4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression of</td>
<td>Linear</td>
<td>Linear</td>
<td>Linear</td>
<td>Linear</td>
</tr>
<tr>
<td>Std. Error</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>N</td>
<td>52</td>
<td>52</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>R</td>
<td>0.463</td>
<td>0.565</td>
<td>0.535</td>
<td>0.661</td>
</tr>
<tr>
<td>R^2</td>
<td>0.214</td>
<td>0.319</td>
<td>0.286</td>
<td>0.437</td>
</tr>
<tr>
<td>P-value</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Confidence Interval</td>
<td>0.99</td>
<td>0.99</td>
<td>0.99</td>
<td>0.99</td>
</tr>
<tr>
<td>Hypothesis Verification</td>
<td>( H_1 )</td>
<td>( H_1 )</td>
<td>( H_1 )</td>
<td>( H_1 )</td>
</tr>
</tbody>
</table>

The result of hypothesis no 1 indicates that there is an effect of Intellectual culture on Manager's Decision Making Patterns in the Government Departments of Sarpolzohab City, when the Confidence Interval is 0.99, and acceptable error level of 0.01. In other words \( H_1 \) hypothesis is acceptable.

The result of hypothesis no 2 indicates that there is an effect of Ideological culture on Manager's Decision Making Patterns in the Government Departments of Sarpolzohab City, when the Confidence Interval is 0.99, and acceptable error level of 0.01. In other words \( H_1 \) hypothesis is acceptable.
Sarpolzohab City, when the Confidence Interval is 0.99, and acceptable error level of 0.01. In other words $H_1$ hypothesis is acceptable.

The result of hypothesis no 3 indicates that there is an effect of Consensual Culture on Manager's Decision Making Patterns in the Government Departments of Sarpolzohab City, when the Confidence Interval is 0.99, and acceptable error level of 0.01. In other words $H_1$ hypothesis is acceptable.

The result of hypothesis no 4 indicates that there is an effect of Hierarchical culture on Manager's Decision Making Patterns in the Government Departments of Sarpolzohab City, when the Confidence Interval is 0.99, and acceptable error level of 0.01. In other words $H_1$ hypothesis is acceptable.

The main hypothesis is performed through two steps, in the first steps, Hierarchical culture variable is entered into the equation because it has the most influence, Ideological culture and Consensual Culture variable are eliminated because that do not have meaningful impact. In this case, the amount of multiple $R$ for Distance is equal to 0.661, which shows that this variable can predict 0.661 of Manager's Decision Making Patterns, when the added variables of Intellectual culture values will be 0.731, respectively. Finally, at the assurance level of 0.99 and with respect to meaningful level of 0.000 and 0.000 Organizational Culture has an effect on Manager's Decision Making Patterns. In other words, we can approve the results of the main hypothesis.

5. DISCUSSIONS

The ultimate goal of any organization that is cause satisfies the needs of employees and management needs achieved through the realization of organizational goals. This means that all organizations, whether public or private if side of management has intentions of productivity of capital and other production factors in organization. In contrast, people also are demanding benefits in return for the organization work done, should be obtained. If, it is unilateral meaning one of the parties to fixes their needs, and the other party fails disrupt equation the parties' interests. In this case, the survival of the organization will be in trouble (Safi, 2001). Decision-making, namely handling of an action to achieve a particular problem or exploit an opportunity, make up an important part of the work or task of any manager. Obviously, all of us decide, but what distinguishes the work of the management, is that manager on a regular basis and in a particular manner attention of Decision-making. With examine and explore the relationship

### Table 3: The main hypothesis

<table>
<thead>
<tr>
<th>The assumptions</th>
<th>Hypothesis</th>
<th>The main hypothesis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression of</td>
<td>Step Wise (1)</td>
<td>Step Wise (2)</td>
</tr>
<tr>
<td>Std. Error</td>
<td>0.01</td>
<td>0.01</td>
</tr>
<tr>
<td>N</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>R</td>
<td>0.661</td>
<td>0.731</td>
</tr>
<tr>
<td>$R^2$</td>
<td>0.437</td>
<td>0.535</td>
</tr>
<tr>
<td>$R^2$</td>
<td>0.426</td>
<td>0.516</td>
</tr>
<tr>
<td>F</td>
<td>38.829</td>
<td>28.187</td>
</tr>
<tr>
<td>P-value</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Confidence Interval</td>
<td>0.99</td>
<td>0.99</td>
</tr>
<tr>
<td>Hypothesis Verification</td>
<td>$H_1$</td>
<td>$H_1$</td>
</tr>
</tbody>
</table>

Culture on the process of decision making and problem solving, motivation, satisfaction and morale, creativity and innovation are influenced in a word, in the management cannot find anything independent of the role of culture. Organizational culture is awarded to members of the organization a kind of sense of identity. Culture causes in people can bring commitments beyond personal contrary interests. Managers of organizations can through organizational culture (strong), with the unwritten rules, by group norms and cares arising from it, to control actions and behavior of occupational and social workers. Experts' findings is confirmed this entry that success of organizations along with hardware such as structure, strategy and systems is also require software such as personnel, skills, styles and values of employees (organizational culture). Also successful implementation of this strategy in organizations is depends on creating necessary cultural measures in that and without the agreement and support of organizational culture cannot be created change in an organization. It must be understood that the criteria for judging organizational culture is also consistency and coordination with the Mission of the organization. If common values of members of the organization be incompatible with values that enhance Increase organizational effectiveness the culture emerges as a debit (an obstacle). Most likely, this situation occurs when the organization must be located in the dynamic environment (Memarzadeh, 1996).
between management style and decision-making style of managers can provided a way to improve decision making in departments. For believe to make decisions should be running way of thinking and scientific approach and rational attitude in departments. Considering the above, and since the purpose of this study was to analyze the impact of organizational culture on managers decision models in government agencies of, city Sarpolezahab, of Kermanshah province in Iran, The researcher also sought to answer the question whether organizational culture has significant effect on managers decision making models? Or not.

Results showed that
(1) The result of hypothesis one showed that Intellectual culture has a significant effect on Manager's Decision Making Patterns in the Government Departments of Sarpolzohab City.
(2) The result of hypothesis two showed that Ideological culture has a significant effect on Manager's Decision Making Patterns in the Government Departments of Sarpolzohab City.
(3) The result of hypothesis three showed that Consensual Culture has a significant effect on Manager's Decision Making Patterns in the Government Departments of Sarpolzohab City.
(4) The result of hypothesis Four showed that Hierarchical culture has a significant effect on Manager's Decision Making Patterns in the Government Departments of Sarpolzohab City. Ultimately, should say that organizational culture has an effect on patterns of managers' decision making. The results of this study are along with findings of Hamdi et al, (2010), Yoblouei (2009), Tehrani and Hadizadeh Moghadam (2009), Gohari and Habibi (2004), Najaf Aghaei and Kouzehchyan (2002), and Vahedpour et al (1995).

6. CONCLUSION

In the end some suggestions that may be helpful in this context will be offered to governmental agencies of Sarpolezahab city:
(1) It is suggested that the authorities of Sarpolzohab city with holding various seminars and gatherings and also with appreciated the efforts of managers in appropriate activities take up credibility and social prestige of managers.
(2) Raising the level of knowledge managers in relation to the creation of an emotional and healthy atmosphere at work environment in the agencies.
(3) Relationships between managers and employees definition and implementation based on requirements.
(4) Creating a more emotional and friendly atmosphere among employees and managers.
(5) To require managers to various decisions making recommended, in everyday and uniform tasks will create diversity this will strengthen the innovation.
(6) Encourage managers to employ new methods of management.
(7) Avoidance of managers to only pay attention to rules and regulations and responsibilities of in the workplace.
(8) Decision making is analysis of existing ways and choose a way to achieve goals. Decision making explains the process through which chosen solution. In this process, a choice among several alternative, is choosing to solve a problem. So, decision making is involves choose and selection.
(9) Decision-making is process for selecting a particular approach to solving a particular problem or issue.
(10) Categorization of decisions is made based on various criteria.

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