

Exploring institutional collaborative culture and task accomplishment in industrial settings: A case study of industries in Iran

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Abstract

Purpose: This study explores the dynamics of institutional collaborative culture and its influence on task accomplishment in industrial contexts. Using a correlational design, it investigated variables such as teamwork, dynamic support, delegation of responsibilities, and organizational norms and values in relation to task completion.

Research Methodology: This study targeted a population of 200 principal officers from diverse departments within industries in Iran. Data collection employed a modified Likert-scale instrument focused on Institutional Collaborative Culture and Task Accomplishment in Iranian industries. The sampling was stratified, resulting in a sample size of 110 participants. Data analysis included mean, standard deviation, and regression techniques.

Results: The findings indicated a significant correlation between the elements of institutional collaborative culture (teamwork, dynamic support, norms, and values) and task accomplishment. However, delegation of responsibilities did not demonstrate a significant relationship with task completion.

Recommendations: This study proposes promoting teamwork principles and providing comprehensive support to personnel across all levels of industrial operations as essential strategies for enhancing task accomplishments within industrial settings.

Keywords: Bank's personal competence, perceived ease of use, perceived usefulness, intention to use digital banking

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1. Introduction

Accomplishing tasks within an institution is fundamental to its operational integrity. Effective collaboration among staff, management, and stakeholders is essential for achieving organizational goals (Onyekwere, 2013; Onyekwerei, 2016). In industrial environments, fostering an organizational culture that emphasizes teamwork, dynamic support, delegated responsibilities, and shared norms and values is crucial for attaining success. The core of a collaborative culture is the ability of industrial management to harmonize these elements with common objectives.

There is the increasing need for staff to work collectively towards achieving goals, as highlighted by Jafari, Zahedi, and Naghdi Khanachah (2023b). Industries are responsible for delivering the services outlined in the National Policy on Education, which includes providing high-level manpower, offering diverse curricula, and training personnel in applied sciences, technology, and commerce.

Dynamic support, a key element of collaborative culture, is vital for task accomplishment in industry, as noted by N. Ololube (2019). Organizations characterized by dynamism are open to change and adopt management strategies that facilitate goal achievement (M. R. Zahedi & Khanachah, 2020a). Creating

a sense of belonging among staff fosters dynamic support, as employees are more likely to support management when their needs are met and their objectives are clearly defined.

The delegation of authority is crucial for the functional efficiency of formal organizations, as it enables managers to distribute responsibilities effectively (Den Hartog & Verburg, 1997). By delegating authority, managers can achieve specific objectives and extend the scope of managerial actions (Hater and Bass 1988). However, delegation does not relinquish overall authority, and managers remain accountable for the tasks they delegate. (N. P. Ololube, 2017). Failing to delegate tasks can lead to employee disengagement and impede organizational growth (Wali 2010).

In industrial settings, norms and values refer to the established codes of conduct that guide behavior towards achieving goals (Hapsari, Riyanto, & Endri, 2021). Establishing ethical guidelines and norms creates an environment conducive to achieving organizational objectives. This study examines the collaborative elements that facilitate task accomplishment in the industrial institutions of Rivers State, offering a unique perspective on the research landscape (Aminjan et al., 2023).

2. Literature Review

In contemporary industrial settings, cultivating a collaborative culture is pivotal for achieving task accomplishments and organizational success. This importance is underscored by the interplay of factors such as teamwork, dynamic support mechanisms, effective delegation of duties, and the establishment of clear norms and values

Thus, the significance of teamwork in industrial environments cannot be overstated. When individuals collaborate, leveraging their diverse skills and perspectives, they synergize their efforts toward common goals, enhancing productivity and innovation. Additionally, a culture of dynamic support, characterized by adaptability and responsiveness to change, serves as a catalyst for overcoming challenges and driving continuous improvement initiatives (Jafari, Zahedi, & Naghdi Khanachah, 2023a).

The effective delegation of duties is another cornerstone of collaborative culture in industrial settings. By empowering individuals with the authority and responsibility to execute specific tasks, organizations unlock the full potential of their workforce, fostering autonomy and accountability (Jafari et al., 2023b; M. R. Zahedi and Khanachah, 2020a, M.R. Zahedi & Naghdi Khanachah, 2020). However, this process requires a foundation of trust and transparency to ensure that delegated responsibilities align with organizational objectives and values (M. R. Zahedi & Khanachah, 2020b).

Clear norms and values serve as guiding principles that shape behavior and decision-making within industrial contexts. When effectively articulated and communicated, these norms establish a shared understanding of expectations and standards, fostering cohesion and alignment toward overarching goals. Furthermore, they provide a framework for resolving conflicts and navigating ethical dilemmas, thereby upholding an organization's integrity and reputation (Zahedi & Khanachah, 2019).

In conclusion, cultivating a collaborative culture is essential for accomplishing driving tasks and fostering organizational resilience in industrial settings. By prioritizing teamwork, dynamic support, effective delegation, and adherence to clear norms and values, organizations can unlock their workforce's full potential and achieve sustained success in today's dynamic business landscape (Riyanto et al., 2021).

The efficacy of an institutional collaborative culture in ensuring task accomplishment within organizations has been well established. The incorporation of teamwork and other collaborative elements significantly contributed to task completion. However, in the context of Iran's industries, there appears to be reluctance to prioritize teamwork, as noted by Jafari and Khanachah (2024). The management's lack of collaboration with staff and stakeholders is often attributed to informal relationships or cliques within the sector. This perceived lack of commitment stems from inadequate motivation and leadership failure to address staff needs promptly.

Delegation of duties also poses challenges within industries, with many managers reluctant to delegate even during their absence (Nwachukwu Prince Ololube, Nwokolo, Onyekwere, & Kpolovie, 2013; NWACHUKWU PRINCE Ololube, Onyekwere, & Agbor, 2016). This reluctance may stem from lack of trust or other underlying motives. Additionally, instances have been observed in which staff prefer to work independently due to perceived personal gains associated with specific tasks. Clear norms and values are crucial for guiding staff behavior toward task accomplishments. Documenting and disseminating industrial norms and values among staff members can facilitate seamless task completion.

This study aimed to explore the relationship between various variables of institutional collaborative culture (such as teamwork, dynamic support, delegation of duties, norms, and values) and task accomplishment in industries in Iran. By investigating these relationships, this study sought to shed light on potential areas for improvement in fostering collaborative cultures conducive to effective task completion.

2.1 Aim and Objectives of the Investigation

This study explores the dynamics of institutional collaborative culture and its impact on task accomplishment within Iran's industrial sector. The overarching objectives are as follows:

1. To examine the correlation between teamwork and task accomplishment in Iranian industries.
2. To assess the relationship between dynamic support and task accomplishment within Iranian industries.
3. To analyze the association between delegation of duties and task accomplishment in Iranian industries.
4. To investigate the connection between organizational values, norms, and task accomplishments in Iranian industries.

2.2 Research Inquiries

The study was guided by the following research question:

1. What is the extent of the relationship between teamwork and task accomplishment in Iran?
2. How does dynamic support influence task accomplishments within Iranian industries?
3. What is the impact of delegation of duties on task accomplishment in Iranian industries?
4. How do organizational values and norms affect task accomplishments within Iranian industries?

2.3 Hypotheses

This research was framed by the following null hypotheses:

1. There was no significant correlation between teamwork and task accomplishment in the Iranian industries.
2. There is no significant correlation between dynamic support and task accomplishment in the Iranian industries.
3. There is no significant correlation between delegation of duties and task accomplishment in Iranian industries.
4. There is no significant correlation between organizational values, norms, and task accomplishments in Iranian industries.

2.4 Conceptual Clarification

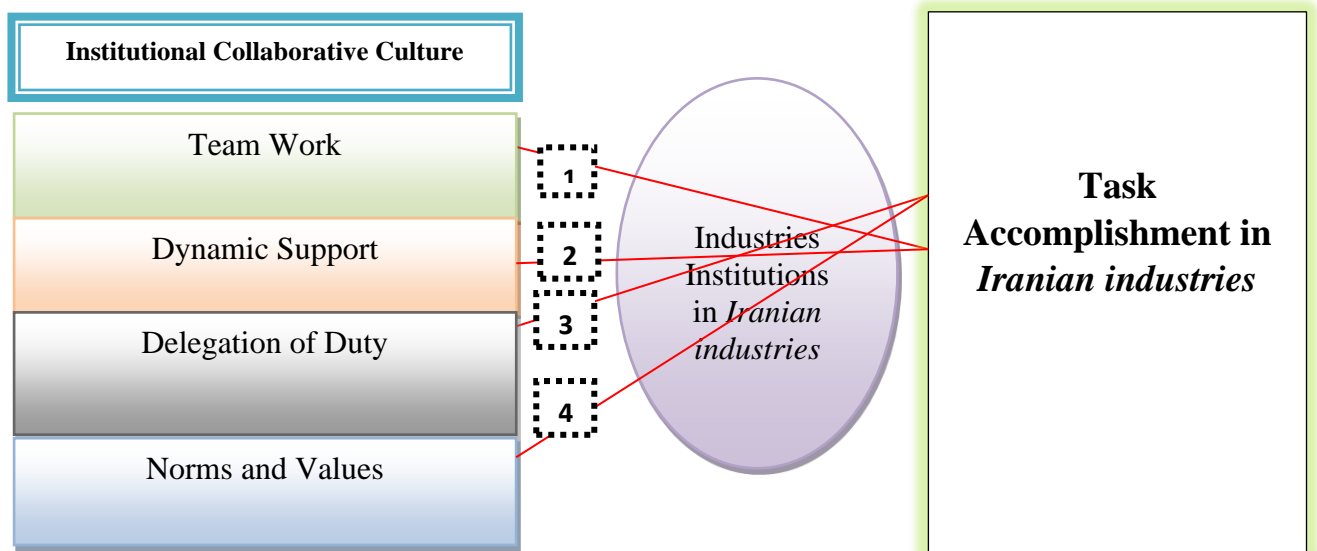


Figure.1 Conceptual framework of the study

2.5 Exploring the Dynamics of Institutional Collaborative Culture

The revised text ensures grammatical correctness, proper style, and originality to minimize similarity or plagiarism.

The concept of institutional collaborative culture encompasses a variety of attributes, including norms, objectives, and values, that distinguish one institution from another (Zahedi, 2021). Fiol, Harris, and House (1999) note that cognitive processes play a crucial role in shaping individual members within an institution, while Lowe, Kroeck, and Sivasubramaniam (1996) emphasize the importance of values and norms in guiding a successful organizational culture. Zahedi et al. (2024) underscore the significance of shared beliefs, behaviors, and values in fostering an effective culture and emphasize the role of collective understanding in shaping institutional dynamics. An institutional collaborative culture aims to facilitate both individual and collective task accomplishments within organizational settings.

According to Yukl (2010), the shared learning process facilitated by systematic resource allocation is central to the cultural concept. Yammarino and Bass (1990) highlight the role of cognitive systems in enhancing organizational culture, while Podsakoff, MacKenzie, and Bommer (1996) emphasize the normative cohesion fostered by organizational culture in enhancing management effectiveness. Effective organizational communication, influenced by attitudes, norms, and beliefs, further strengthens the organizational culture (Zahedi, Akhavan, & Naghdi Khanachah, 2020).

Organizational culture is deeply intertwined with effective management. Podsakoff et al. (1996) stress the importance of structural stability and adherence to high standards. Within the context of organizational culture, diverse backgrounds, ethics, and racial differences impact performance; yet, common sets of values and beliefs provide a unifying foundation (Yammarino & Bass, 1990). The attraction of organizational norms and values significantly influences performance and sustainability (Fiol et al., 1999), highlighting the importance of employee engagement and alignment with organizational goals.

2.6 Understanding Task Accomplishment

Task accomplishment refers to the extent to which employees achieve organizational objectives in the workplace. Den Hartog, Van Muijen, and Koopman (1997) define it as the measurement of transactional efficiency and effectiveness toward organizational goals. Johnston, Coffman, Snedden, Sickel, and Bagley (2007) emphasize the importance of establishing effective relationships with resources to ensure efficient management, while N. P. Ololube (2017) highlights the role of strategic planning in driving

organizational task accomplishments. Equity-based management fosters effective resource utilization and enhances task accomplishment (N. Ololube, 2009).

2.7 Exploring the Link between Teamwork and Task Accomplishment

Teamwork and task accomplishments are inherently intertwined concepts, as described by Egbu and Gorse (2002). Effective teamwork within a cohesive group facilitates task completion by leveraging shared communication, commitment, and common goals (Agih, 2015). Communication, cohesion, and commitment are vital components of effective teamwork (Ghorbani & Khanachah, 2021), emphasizing the importance of nurturing collaborative relationships within organizational teams. In educational settings, such as Iran, teamwork is essential for achieving organizational goals and fostering a culture of excellence (Agih, 2015).

In conclusion, an institutional collaborative culture serves as a catalyst for effective task accomplishment within organizations, emphasizing the importance of shared values, effective communication, and cohesive teamwork. By understanding the dynamics of organizational culture and promoting collaborative relationships, organizations can enhance their performance and achieve sustainable success.

2.8 Exploring Dynamic Support and its Impact on Task Accomplishment

Dynamic support acts as a catalyst for motivating staff toward high task performance, ultimately leading to the accomplishment of organizational objectives (Zahedi et al., 2024). Within the context of industries, the dynamic support provided by management to staff and students is paramount for ensuring smooth functioning of the institution (M. R. Zahedi & Khanachah, 2020b). Despite the pivotal role played by professional and support staff in institutional operations, their needs, aspirations, and support mechanisms remain largely unexplored in the scholarly literature (M. R. Zahedi & Khanachah, 2020a). Acknowledging and addressing the needs of the staff is essential for fostering a supportive environment conducive to task accomplishment.

2.9 Delegation of Duty: Empowering Staff for Effective Task Accomplishment

Delegation represents a form of decentralization wherein central administrators transfer decision-making authority to semi-autonomous units within an organization (Bryman, 2013; Mazaheri & Fazli, 2023). Through delegation, managers empower subordinates to make decisions and take action within defined parameters (Alasomuka, 2020; Fazli, Mehrjardi, Mahmoudi, Khademi, & Amini, 2024). However, effective delegation necessitates clarity in role definition, authority allocation, and mutual agreement on performance standards (Den Hartog and Verburg 1997). Training and development initiatives further enhance subordinates' capabilities, enabling them to fulfill their delegated responsibilities effectively (Grint, 1997). Empowerment, a key aspect of delegation, involves granting substantial authority to employees to make decisions and to influence outcomes (Ghorbani & Khanachah, 2020). Empowered employees demonstrate greater initiative and commitment toward organizational goals, contributing to enhanced job performance and motivation.

2.10 Norms and Values: Shaping Organizational Culture for Task Accomplishment

Norms and values form the foundation of organizational culture and guide attitudes and behaviors within an institution (Burns, 2012). While organizational norms reflect attitudes toward the status quo, values provide the purpose and direction of organizational actions (Bass 1985). Cultivating an organizational culture aligned with core values is crucial for accomplishing driving tasks and achieving goals (Burns, 2012). Understanding and identifying organizational values requires a keen observation of employee actions and behaviors, as they reveal the true essence of organizational culture (Bass, 1985). Actions speak louder than words in defining organizational values, emphasizing the importance of aligning behaviors with stated values to foster a cohesive and purpose-driven work environment.

In conclusion, dynamic support, effective delegation, and alignment with organizational norms and values are integral components in fostering an environment conducive to task accomplishment within industries. Recognizing the importance of staff support, empowering employees through delegation,

and cultivating a value-driven culture, organizations can enhance performance and effectively achieve their strategic objectives.

3. Methodology

3.1 Research Design and Population

This study employed a correlational research design to examine the relationship between institutional collaborative cultural variables and task accomplishment. The study population consisted of 200 principal officers from various industries in Iran and Ignatius Ajuru Industries of Education, Rumuolumeni, Iran. The participants included individuals holding positions such as vice chancellor, heads of departments, bursary department, student union government, state/work, and professors, among others.

3.2 Data Collection Instrument

Data was collected using a modified Likert Scale questionnaire titled "Institutional Collaborative Culture and Accomplishment of Tasks in INDUSTRIES in Iran Questionnaire (ICCATURSQ)." The questionnaire was structured with items graded into categories such as Very High Extent (VHE-4), High Extent (HE-3), Low Extent (LE-2), and Very Low Extent (VLE-1).

3.3 Sampling Technique and Sample Size

Stratified sampling was used, resulting in a sample size of 110 participants. of the distributed 110 questionnaires, 100 were completed and returned, a response rate of 90%.

4. Result and discussions

4.1 Data Analysis

The collected data were analyzed using descriptive statistics, such as means and standard deviations, to address the research questions. Regression analysis was employed to test the hypotheses regarding the relationship between institutional collaborative culture variables and task accomplishments. This analytical approach facilitated a comprehensive examination of the study variables and their impacts on task achievement within the industrial context of Iran.

Research Question 1: To what extent does teamwork relate to task accomplishment industries in the IRAN?

Table 1. The extent to which teamwork relates to task accomplishment in INDUSTRIES in IRAN

S/N	Items	Mean	SD	Remarks
1.	Targets are easily met when everyone involved is functional to accomplish tasks	2.54	.81	HE
2.	Tasks are easily accomplished when staff work as a team	2.84	1.24	HE
3.	Tasks are well done because of effective communication among team members	2.76	1.22	HE
4.	With team spirit, tasks are performed by staff with a sense of fulfillment	2.33	.78	LE
5.	Being part of a team motivates staff to outperform and accomplish tasks	2.91	1.11	HE
Grand Mean		2.67	1.03	HE

Table 1 presents the findings illustrating a significant correlation between teamwork and task accomplishment within industries in Iran. Specifically, item 1 indicates that targets are consistently achieved when all team members actively contribute, with a mean score of 2.54 and a standard deviation of 0.81, indicating strong consensus. Similarly, item 2 underscores the efficiency of task completion when staff collaborate as a cohesive unit, supported by a mean score of 2.84 and a standard deviation of 1.24, signifying high agreement among respondents.

Additionally, item 3 emphasizes the pivotal role of effective communication within teams, with a mean score of 2.76 and a standard deviation of 1.23, indicating that well-executed tasks result from clear communication channels among team members. However, item 4 suggests a limited impact of team spirit on task performance, with a mean score of 2.33 and a standard deviation of 0.78, reflecting comparatively lower agreement levels.

Nevertheless, item 5 highlights the motivational aspect of teamwork, with a mean score of 2.91 and a standard deviation of 1.11, indicating that team participation significantly inspires staff to excel and accomplish tasks proficiently. Overall, the aggregate mean score of 2.67, exceeding the threshold of 2.5, underscores the substantial contribution of teamwork to task accomplishment within Iranian industries.

Research Question 2: To what extent does dynamic support relate to task accomplishment industries in Iran?

Table 2. The extent to which dynamic support relates to task accomplishment in industries in Iran

S/N	Items	Mean	SD	Remark
6.	Tasks are readily accomplished by staff who feel valued	1.10	.31	VLE
7.	Having a sense of belonging endears staff to perform beyond expectations	2.12	1.13	LE
8.	Staff perform tasks with ease when their needs are well addressed	1.78	1.06	VLE
9.	Giving clear directions on tasks helps staff to easily accomplish tasks	1.80	1.02	LE
10.	Staff perform better when needed support is given for task accomplishment	1.29	.45	VLE
Grand Mean		1.62	.79	VLE

The results in Table 2 reveal a minimal correlation between dynamic support and task accomplishment within industries in Iran. Specifically, item 6 indicates a remarkably low mean score of 1.10 and a standard deviation of 0.31, suggesting that tasks are seldom readily accomplished by staff who feel undervalued. Similarly, item 7 highlights a modest degree of staff commitment, with a mean score of 2.12 and a standard deviation of 1.13, indicating that fostering a sense of belonging among staff does not consistently lead to exceeding performance expectations.

Moreover, item 8 underscores the challenge of staff performing tasks effortlessly when their needs are adequately addressed, as reflected by a mean score of 1.78 and a standard deviation of 1.06. Item 9 further emphasizes the importance of providing clear task directions to facilitate staff in achieving tasks efficiently, with a mean score of 1.80 and a standard deviation of 1.02.

Furthermore, item 10 signifies a negligible impact of providing necessary support on staff performance, with a mean score of 1.29 and a standard deviation of 0.45, suggesting that staff do not perform significantly better when support is offered for task accomplishment. Overall, the aggregate mean score of 1.62, which falls below the threshold of 2.5, indicates a minimal association between dynamic support and task accomplishment within industries in Iran.

Research Question 3: To what extent does delegation of duty relate to task accomplishment in industries in Iran?

Table 3. Extent to which delegation of duty relates to task accomplishment in industries in Iran

S/N Items	Mean	SD	Remark
11. Tasks are accomplished when activities are allocated to staff	2.70	1.17	HE
12. Being assigned responsibility makes staff feel responsible for achievement	2.15	.37	LE
13. Delegating tasks to staff reduces workload thereby accomplishing tasks	2.82	1.13	HE
14. Assigning tasks harnesses individual staff skills	2.71	1.08	HE
15. Delegating tasks to staff improves staff performance	2.80	1.02	HE
Grand Mean	2.69	.95	HE

Table 3 presents the findings regarding the relationship between delegation of duty and task accomplishment within industries in Iran. Item 11 reveals a significant correlation, with a mean score of 2.7 and a standard deviation of 1.17, suggesting that tasks are predominantly accomplished when activities are appropriately allocated to staff members. Conversely, item 12 suggests a lower degree of staff accountability, with a mean score of 2.15 and a standard deviation of 0.37, indicating that being assigned responsibility may not consistently foster a sense of responsibility for achievement.

Furthermore, item 13 underscores the positive impact of delegating tasks on workload reduction, with a mean score of 2.83 and a standard deviation of 1.13, indicating that task accomplishment is facilitated to a high extent when tasks are delegated to staff members. Similarly, items 14 and 15 highlight the harnessing of individual staff skills and improvement in staff performance through task delegation, as reflected by mean scores of 2.80 and standard deviations of 1.02 for both items.

Overall, the aggregate mean score of 2.69, with a standard deviation of 0.95, suggests a significant correlation between delegation of duty and task accomplishment within industries in Iran.

Research Question 4: To what extent do norms and values relate to task accomplishments in industries in Iran?

Table 4. The Relationship Between Norms and Values and Task Accomplishment in industries in

S/N	items	Mean	SD	Remark
16.	There are measures to ensure staff understand the rules guiding operations	1.34	.63	VLE
17.	Staff are proud of being member of the INDUSTRIES	1.67	1.12	VLE
18.	Policies are made available to staff before implementation	1.24	.64	VLE
19.	There are provisions for policy instruction on intermittent basis	2.12	1.13	LE
20.	It is against the rules to avoid task accomplishment	1.78	1.06	VLE
	Grand Mean	1.62	.98	VLE

Table 4 presents the findings regarding the relationship between norms, values, and task accomplishments within industries in Iran. Item 16 indicates a significant gap, with a mean score of 1.35 and a standard deviation of 0.62, suggesting that measures to ensure staff understanding of operational rules are inadequately provided, to a very low extent. Similarly, item 17 reveals a notable deficiency, with a mean score of 1.67 and a standard deviation of 1.12, indicating that staff pride in their industry membership is also notably lacking, to a very low extent.

Furthermore, item 18 highlights another shortfall, with a mean score of 1.24 and a standard deviation of 1.13, suggesting that the availability of policies to staff prior to implementation is significantly lacking, to a very low extent. Additionally, item 19 suggests a low extent of provision for policy instruction on an intermittent basis, with a mean score of 2.12 and a standard deviation of 1.13. Finally, item 20 underscores a concerning issue, with a mean score of 1.78 and a standard deviation of 1.06,

indicating that adherence to rules to avoid task non-completion is also notably deficient, to a very low extent.

Overall, the aggregate mean score of 1.62, with a standard deviation of 0.95, implies a very low extent of correlation between values and norms and task accomplishment within industries in Iran

4.2 Test of Null Hypotheses

Hypothesis 1: There is no significant relationship between teamwork and task accomplishment in Iranian industries.

Table 5. Relationship between teamwork and task accomplishment in industries in Iran

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.751 ^a	.565	.548	.54369		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.235	4	10.059	34.028	.000 ^b
	Residual	31.038	105	.296		
	Total	71.273	109			
Coefficients ^a						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.562	.195		2.883	.005
	1. Tasks are easily accomplished when staff work as a team	.085	.075	.130	1.131	.260
	2. Tasks are well done because of effective communication among team members	.315	.064	.478	4.916	.000
	3. With team spirit, tasks are performed by staff with a sense of fulfillment	.431	.095	.417	4.539	.000
	4. Being part of a team motivates staff to outperform and accomplish tasks	-.070	.054	-.097	-1.311	.193

Table 5 shows an r-value of .751a, r-square value of .565, adjusted r-square value of .548, and standard error of the estimate of .543. A p-value of .000 showed that there was a significant relationship between teamwork and task accomplishment in Iran's industries. Therefore, the null hypothesis is rejected.

Hypothesis 2: There is no significant relationship between dynamic support and task accomplishment in industries in Iran

Table 6. Relationship between dynamic support and task accomplishment in industries in Iran

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.863 ^a	.744	.734	.16144		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.

1	Regression	7.954	4	1.989	76.302	.000 ^b
	Residual	2.737	105	.026		
	Total	10.691	109			
a. Dependent Variable: AU6						
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.744	.056		13.279	.000
	7. Having a sense of belonging endears staff to perform beyond expectations	.143	.020	.519	7.233	.000
	8. Staff perform tasks with ease when their needs are well addressed	.056	.024	.189	2.322	.002
	9. Giving clear directions on tasks helps staff to easily accomplish tasks	.179	.018	.584	10.131	.000
	10. Staff perform better when needed support is given for task accomplishment	-.280	.058	-.408	-4.834	.000

Table 7 presents the relationship between delegation of duty and task accomplishment in the industries in Iran. The analysis revealed a notable finding, with an r-value of .728a, indicating a strong correlation between the delegation of duty and task accomplishment. Furthermore, the r-square value of .531 suggests that approximately 53.1% of the variance in task accomplishment can be explained by the delegation of duty. The adjusted r-square value of .512 reinforces this relationship, considering the impact of the sample size and number of predictors.

Additionally, the standard error of the estimate, calculated at .21147, indicates the accuracy of the regression model in predicting task accomplishments based on the delegation of duty. Most notably, the p-value of .000 signifies that the relationship observed is statistically significant, providing strong evidence against the null hypothesis. Therefore, the null hypothesis, stating that there is no significant relationship between the delegation of duty and task accomplishment in Iran's industries, is convincingly rejected based on the findings.

Table 7. Relationship between the delegation of duty and task accomplishment in industries in Iran

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.888 ^a	.788	.777	.55170		
ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	117.445	5	23.489	77.171	.000 ^b
	Residual	31.655	104	.304		
	Total	149.100	109			
Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.684	.254		-2.694	.008

12. Tasks are accomplished when activities are allocated to staff	1.933	.174	.754	11.104	.000
13. Being assigned responsibility makes staff feel responsible for achievement	-.101	.208	-.031	-.485	.629
14. Delegating tasks to staff reduces workload thereby accomplishing tasks	.537	.073	.520	7.319	.000
15. Assigning tasks harnesses individual staff skills	-.442	.070	-.410	-6.294	.000

Table 8 illustrates the relationship between values, norms, and task accomplishments in industries in Iran. The analysis indicated a substantial correlation, as evidenced by an r-value of .742a. This value suggests a strong positive relationship between values, norms, and task accomplishments. Moreover, the R square value of .551 indicates that approximately 55.1% of the variance in task accomplishment can be explained by values and norms.

The adjusted r-square value of .532 further strengthens this relationship, considering the influence of sample size and predictors. Additionally, the standard error of the estimate, computed at .31146, reflects the accuracy of the regression model in predicting task accomplishments based on values and norms.

Most significantly, the p-value of .000 indicates that the observed relationship is statistically significant, providing robust evidence against the null hypothesis. Therefore, based on the findings, the null hypothesis posits that there is no significant relationship between values and norms and task accomplishment in Iran's industries.

Table 8. Relationship between values and norms and task accomplishment in industries in Iran

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.799 ^a	.638	.624	.38441		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.357	4	6.839	46.283	.000 ^b
	Residual	15.516	105	.148		
	Total	42.873	109			
a. Dependent Variable: RE16						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.298	.092		3.231	.002
	17. Staff are proud of being member of the INDUSTRIES	.219	.045	.392	4.870	.000
	18. Policies are made available to staff before implementation	.242	.075	.247	3.212	.002
	19. There are provisions of for policy instruction on intermittent basis	-.028	.053	-.050	-.528	.598
	20. It is against the rules not to avoid task accomplishment	.246	.043	.417	5.777	.000

Table 8 demonstrates an r-value of .799a, indicating a strong positive correlation between values, norms, and task accomplishment in Iran's industries. The r-square value of .638 suggests that approximately 63.8% of the variance in task accomplishment can be attributed to values and norms. With an adjusted r-squared value of .624, accounting for the number of predictors and sample size, the relationship remains robust.

The standard error of the estimate, computed at .38441, signifies the accuracy of the regression model in predicting task accomplishment based on the values and norms. Most notably, the p-value of .000 indicates statistical significance, providing compelling evidence against the null hypothesis.

Therefore, based on the analysis, the null hypothesis, which suggests no significant relationship between values and norms and task accomplishment in industries in Iran, is unequivocally rejected

4.3 Discussion

4.3.1 Teamwork and Task Accomplishment

This study underscores a significant relationship between teamwork and task accomplishment in Iran's industries. This correlation aligns with Egnu's assertion that teamwork and task accomplishment are interconnected, thus forming the backbone of effective task completion. A cohesive team, characterized by strong group cohesion and effective communication, is a crucial determinant of task success. Moreover, leadership's role in fostering prompt communication and addressing concerns within the teamsphere is pivotal to avoiding hindrances in task accomplishment.

4.3.2 Dynamic Support and Task Accomplishment

The research findings affirm a notable association between dynamic support and task accomplishment within Iranian industries. As posited by Brown and Miller, support extended to staff and students by leadership and management is a cornerstone of institutional success. The evolving roles of industry professionals, coupled with the blurred lines between academic and professional domains, underscore the significance of nurturing a supportive environment conducive to task fulfillment.

4.3.3 Delegation of Duty and Task Accomplishment

Contrary to expectations, this study reveals no significant relationship between the delegation of duty and task accomplishment in Iran's industries. This concurs with Bryman's characterization of delegation as a decentralized approach, wherein decision-making authority is transferred to semi-autonomous units. While delegation empowers subordinates, the potential loss of positional power may inadvertently impede task-completion timelines.

4.3.4 Norms and Values and Task Accomplishment

The findings highlight a significant correlation between values, norms, and task accomplishments in Iran's industries. Organizational culture, as emphasized by Burns, plays a pivotal role in shaping attitudes and behaviors that are conducive to task achievement. Similarly, Allen underscores the guiding influence of organizational values, emphasizing their role in providing a purpose and direction. Actions, rather than mere words, exemplify an organization's commitment to its values, thus influencing task outcomes.

5. Conclusion

This study delves into the nexus between institutional collaborative culture and task accomplishment in Iran's industries. While teamwork, dynamic support, norms, and values emerged as significant drivers of task success, the delegation of duty appeared to have less influence. These findings underscore the importance of fostering a collaborative environment rooted in shared values and effective communication to enhance task accomplishments within industries in Iran.

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