



The Tendency of Faculty Members to the Organizational Culture based on Denison Model: A Case Study of Kunduz University

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Abstract. The organizational culture is the dominant pattern of beliefs, feelings, and norms that people believe in and, as a guide, follow in their behavior. The main purpose of this study was to investigate the tendency of faculty members to an organizational culture based on Denison's organizational culture model at Kunduz University, which was implemented by descriptive method. The data collection tool was denison's organizational culture questionnaire, the validity of which was determined through content research and surveys of three high-ranking professors, and its reliability was calculated by calculating the Cronbach's Alpha coefficient for organizational culture (0.82), which was reliable. The statistical population of this study includes all professors of Kunduz University who were selected by simple random sampling method with 95% confidence level and 5% error to 102 persons. The data obtained from the questionnaires were analyzed using Excel and IBM SPSS-24 software. The results showed that the degree of dominance of organizational culture in all four dimensions of Denison's model is lower than average $p < \alpha = 0.052 = 0.00 = 0.00 = 0.01 < 0.05$. As a result; the faculty members of Kunduz University have a lower than average tendency towards Denison's organizational culture model, and this has the same effect on the professors of this university due to gender differences.

Keywords. Organizational Culture, Denison Model, Mission, Adaptability, Consistency, Involvement

1. Introduction

Organizational culture is a set of shared assumptions, burdens and values of the members of the organization that determine the pattern of organizational behavior and distinguish the organization from other organizations. The role of culture for the organization is similar to the role of personality for an individual. The success or failure of an organization depends on its organizational culture, as it can create a connection between members and pave the way to achieve goals through the collective spirit of work[1]. Researchers became interested in studying organizational culture in the 1980s due to the globalization of business and the need for understanding the interplay between different cultures within an organization. There was a pressing need to understand the impact of coordination between employees of different cultures. In the following decades, it became evident that organizational performance is significantly related to organizational culture. [2][3].



Universities, as an organizational unit, has a large workforce, so it can be said that the entire university is made up of human resources. This means that both the achievement of organizational goals are affected by human resources and produce the human resources needed by other organizations. So, paying attention to its organizational culture is one of the management issues of these organizations[4].

Therefore, the organizational culture of a campus is a set of shared values, beliefs, and assumptions that guide everyone in one direction[5], and provide the ground for universities to achieve these goals, and that is a subject can be examined. On the other hand, a teacher's job is one of the occupations that requires more mental activity, peace of mind and coordination. Therefore, organizational culture as an adaptive and connecting factor in educational organizations that are known as cultural organizations, is a matter of consideration and needs to be studied and explored to provide health and adaptation for members and in order to achieve organizational goals succeed. Generally, not paying attention to the organizational culture, beliefs and values of individuals within the organization, may not lead to the absolute failure of the organization and failure to achieve goals and visions, but it may create issues in the organization and require much energy to solve those problems. Research shows that organizational culture is a complex phenomenon that also play an important role in accelerating the progress and transformation of the organization. Therefore, when organizations do not have enough knowledge about their organizational culture and its dimensions and indicators, in practice, they face problems such as organizational conflict, organizational incoherence and reduced performance. Identifying the culture helps managers use its strengths with full awareness and vision of the governing space of the organization and to predict the necessary measures and measures for the weaknesses[6].

Considering what's noted above, organizational culture is one of the most critical organizational issues and has been the focus of research around the world with vital findings for organizations. However, like many other components of an organization, there little to no research in this area.

This research is an attempt to study the nature of organizational culture in the university environment of Afghanistan (A case study of Kunduz University) using Denison's organizational culture model to pave the way for achieving the organizational goals. The research addresses key questions of: (a) does Denison's model of organizational culture govern universities in Kunduz University? (b) which components of Denison's organizational culture model are of utmost interest to university faculty members in Kunduz University? (d) how is Denison's organizational culture diagram formed in Kunduz University? And, (c) has organizational culture equally affected on university staff members?

2. Theoretical Foundation of Research

The beginning of the life of organizational culture goes back to the emergence of the organization. Every organization, as soon as it emerges, in the very early stages within itself, fertilizes the seed of organizational culture and cultivates in a certain way during its life[7].

Organizational culture has recently become one of the leading and central topics in management knowledge, especially in developing nations [8]. Preliminary research on the concept of organizational culture was done mostly in the western countries in early 1980s ,[9].



Researchers began to study the field, and many books were published. Well-known academic journals devoted issues to the discussion of culture, and almost overnight, those books on organizational behavior that lacked a chapter on organizational culture became obsolete[10]. However, an acceptable definition is not yet available. Organizational culture is an environmental variable that affects all organization members to different degrees. Therefore, understanding and effective use of this structure is essential for the managers of the organization. members of the organization devise guidelines to address issues of external compliance and internal integration, these guidelines are taught to new members of the organization as the best way to resolve organizational issues when they are effective. therefore, the organizational culture is a vital thing that has always existed and is the result of information about permissible and unauthorized matters in an organization. Understanding of an organization’s culture is important for all members of the organization; because when disorder occurs, it connects the members of the organization[11].

As noted earlier, scholars have not been able to agree on a single definition of the concept of organizational culture, however, there are multiple working definitions, each of which take into account important aspects of the concept. Some prominent defitions are noted here:

Table (1): Common Definitions of Organizational Culture[12].

Provider	Definition
Jaj and Robbins (1389)	The organizational culture refers to a system of shared values among members that distinguishes the organization from other organizations.
Quinn (1991)	The organizational culture is the core values, assumptions, interpretations in the approach that determines the characteristics of an organization and is more interconnected that binds the components of the organization together.
Hofstede (1991)	The organizational culture is collective mental planning that distinguishes individuals in an organization from other organizations.
Taers and bainer (1993)	The organizational culture has a historical basis, which means that the relationship between organizational culture and history can not be separated, and organizational culture does not come into being suddenly and accidentally.
Denison (2009)	The organizational culture refers to the underlying beliefs, values, and assumptions of each member of the organization and the actions and behaviors that they display and emphasize.
Shine (1383)	The organizational culture is a model of common assumptions that the group learns so that it solves the problems of external adaptability and internal

coordination and is considered valid because of its performance and impact, so as the correct way of perceiving those problems must be learning to the new group members

Robbinos (2005), in his book fundamentals of organizational behavior for organizational culture, has identified seven characteristics that he considers as fundamental for any organizational culture constituting the nature of organizational culture. These traits include creativity and risk-taking; attention to detail; pivotal result; pivotal employee; teamwork; courage; stability [13]. Different models have been designed by organizational consultants, researchers, and management scientists [14].

Examples of these models are: Cameron and Queen (1985), Cook and Lafferty (1983), Dale and Kennedy (1988), Sweeney and Field (1989), Daniel Dennison (2000), Hindi (1981), Doubles Cube model, Shine model and so on.

This study uses Daniel Dennison's model introduced by Professor Daniel Dennison in 2000. He identified the dimensions of organizational culture on four main axes [6].

It is one of the latest and widely used models in research and has been emphasized in many organizations. Denison's model has several important and essential features. First, the model is straightforward and transparent. Second, the model is fully functional. Third, the results of the model are understandable and related to various organizational issues which indicates that if the model is implemented correctly, the results will provide a reasonable basis for changing the organizational culture to improve it and ultimately the productivity of the organization [15].

Denison (2000) believes that the central axes of organizational culture include mission, consistency, adaptability, and involvement in the organization's effectiveness [16].

- **Mission:** mission means the long-term and meaningful direction of the organization. The indicators that examine this dimension are strategic direction, goals and objectives and vision [17].
- **Consistency:** this dimension is measured using three essential indicators: including coordination and integration; agreement; core values.
- **Adaptability:** the organizations that are well-cohesive are challenging to change. Therefore, internal integrity and external adaptability can be considered an advantage of the organization. The indicators that measure this dimension include creating change, customer focus; organizational learning [6].
- **Involvement:** involvement in work means creating ability, authority to do work and responsibility in people. The indicators that measure this dimension are empowerment, team orientation, capacity development [17].

2.1. Stable and flexible spectra - and internal focus - external focus

Denison's model has two vertical and two horizontal axes that divide the model into four parts. The vertical axis includes the amount and type of focus of organizational culture, and this axis leads to internal concentration on the one hand and external concentration on the other. The horizontal axis also refers to the degree of flexibility of the organization, which either leads to a stable culture or a flexible culture[18].

Figure (1) : the denison's organizationa culture model.



<https://www.researchgate.net/publication/228801211>

Iranzadeh and Mahmoudi-ashan (2010), in their study of (Understanding organizational culture based on denison model (A case study: in a plenar company, show that the prevailing organizational culture in company is following denison's organizational culture model and all four dimensions of Denison's organizational culture are moderate and above average[18].

Kheradmand and Nazem (2010), found that organizational culture and staff performance have a positive and significant relationship with culture in Islamic Azad University of Tehran. The study shows that there is also a positive and significant relationship between participatory, hierarchical, and rational cultures and employee performance, which indicates the impact of organizational culture[19]. Furthermore, Rahimnia and Alizadeh (2009) considered Denison model dominant in Ferdowsi University of Mashhad and found it effective [6].

Ardalan et all. (1387), in a study entitled (a study of relationship between person-organization fit and organizational culture in western iran state universities (hamedan, kermanshah and kordestan), state that all four dimensions of organizational culture denison

model prevails in these universities. Also in this study, the mission dimension had the highest correlation with organizational criteria of individual-organization unity and the dimension of involvement in work had the lowest correlation with individual-organizational criteria[20].

Gillespie et al. (2008), in a study that measured the relationship between organizational culture and customer satisfaction in the construction industry and car dealers, and their research model was denison's model, show that in the construction industry dimension of work engagement and mission dimension have the highest score. And the lowest score was related to the adaptability dimension. Also, in relation to car dealers, the highest score is obtained in the compatibility dimension and the lowest score is achieved in the adaptability dimension[21].

Yilmaz and Organ (2008) studied the effect of the dimensions of denison's organizational culture model on the performance of organizations. In this study, it was found that the highest score was obtained for the consistency dimension and the lowest score for the adaptation dimension[22].

Mobley et al. (2005) test Denison's model in various chinese organizations. For example, in furniture manufacturing organizations, the vision index has the highest score and the capabilities development index has the lowest score. In insurance companies, the organizational learning index gets the highest score and the customer orientation index gets the lowest score. In public hospitals, the organizational learning index received the highest score and the variability index received the lowest score, and finally, in high-tech companies, the organizational learning index received the highest score and the capabilities development score the lowest score[23].

3. Research Methods

This research is descriptive in nature, applied in purpose, and correlational in terms of the data collection method perspective. In descriptive research, the researcher seeks what and how the subject is and wants to know the nature of the phenomenon, variable, object or subject and how it is?[24].

The statistical population of this study consists of all professors of Kunduz University, reaching to 140. Among them, with 95% confidence level and 0.05% sampling error, 102 professors were selected as a sample based on Cochran's formula. The data collected was analyzed at both descriptive and inferential levels. At the descriptive level, statistical indicators such as frequency, frequency percentage, mean calculation, inferential level, T-test, standard deviation, scattering coefficient, and standard deviation were used. Denison's organizational culture questionnaire was used after localization and determining its reliability and validity. In addition, researcher-made demographic questions have been used. The denison organizational culture questionnaire, designed by professor daniel denison in 2000, is one of the most widely used questionnaires in most research worldwide and has yielded acceptable results. This questionnaire, based on denison's model, measures four dimensions of organizational culture.

Each of these dimensions is measured by three indicators. Each component is considered by 15 questions (5 questions for each index) in the denison organizational culture questionnaire[17].

However, today there are different types of this questionnaire which include 20, 36, 60 questions. But in this research, 60 questions have been used. The advantage of these questions are that it can measure all dimensions by separating its characteristics.

Table(2): Questions and Scores of Dimensions of Organization Culture, Determination of Cut Point and Cronbach's Alpha Coefficient on Organizational Culture Questionnaire.

Dimensions of Organization Culture	Questions	Scores on any scale	Cutting point	Cronbach's Alpha Coefficient
Involvement	1-15	Low level=15-36	46	0.824
Consistency	16-30	average level=37-55		0.817
Adaptability	31-45	High level= 56-75		0.75
Mission	46-60			0.889
Total Score of organizational Culture	181	Low level= 60-140 average level= 141-220 High level=221-300	181	0.82

4. Results

In this study, the sample was selected based on 95% to confidence level and 5% to error level using a simple random sampling method of 102 people, which is the below table (3) shows their frequency by gender.

Table (3): Frequency of Faculty Members Participated in the Study According to Gender Segregation.

Gender	Number	Relative percentage	Compression percentage
Male	91	89.2	89.2
Female	11	10.8	100.0
Total	102	100.0	

As shown in table (3), the number of faculty members of Kunduz University who participated in this study is 102, of which 91 (89.2%) pf them are men and 11 (10, 8%) of them are women.

Table (4): Percentage of Academic Members Participating in the Research by Separation of Academic Rank's

Academic ranks	Number	Relative percentage	Compression percentage
Associate professor	3	2.9	2.9
Assistant professor (higher rank)	5	4.9	7.8
Assistant professor (lower rank)	16	15.7	23.5



Lecturer/ instructor	71	69.6	93.1
Assistant lecturer	7	6.9	100.0
Total	102	100.0	

Table (4) indicates that the members of the academic members whose are participated in the research are in order to associated professor to assistant lecturer are as follow: 3 persons of them are associated professor (2.9%), 5 persons of them are Assistant professor (higher rank) which is (4.9%), 16 persons of them are Assistant professor (lower rank) which is (15.7%), 71 people of them are Lecturer/ instructor which is (69.6%) and 7 people of them are Assistant lecturer which is only (6.9%).

Table (5): Duration of Service of Academic Members Participating in Research.

Mean	Mode	Std.devation	Variance	Maximum	Minimum	Range
9.8	8	9.547	91.149	1	46	45

According to the table (5), the mean of years of services at the Kunduz University is 9.8 years. This table also show the work experin range was R=45 year . The mode indicates shows the most participant were working in Kunduz University among the 8 years.

Table (6): One-Sample T- test Statistics in Dimensions of Organizational Culture.

Denison model dimensions	N	Mean	Std. Deviation	Std. Error mean
Involvement	102	44.39	8.257	0.818
Consistency	102	42.18	8.352	0.827
Adaptability	102	42.66	5.857	0.580
Mission	102	42.77	9.551	0.946

Table (7): The Level of Tendency of Academic Members to Denison Organizational Culture Model.

Denison model dimensions	T	Df	Sig. (2-tailed)	Mean difference	95% confidence interval of the difference	
					Lower	Upper
Involvement	-1.967	101	0.052	-1.608	-3.23	0.01
Consistency	-4.624	101	0.000	-3.824	-5.46	-2.18
Adaptability	-5.765	101	0.000	-3.343	-4.49	-2.19
Mission	-3.411	101	0.001	-3.225	-5.10	-1.35

The results of the statistical analysis in Table (6) indicate that the average score in terms of involvement is 44.39, consistency is 42.18, adaptability is 42.66 and mission is 42.77. The point of view is based on the questionnaire of the organizational culture of denison in all dimensions of the number 46, which indicates the moderate dimensions of organizational culture in an organization. Based on the results of the T-test, which are described in Table (7), the involvement dimensions is $p > \alpha = 0.052 > 0.05$, but the mean is smaller than the cut point ($\mu = 44.39 < 46$). Also, the number zero in the distance of 95% confidence interval of the difference is included, so there is no enough evidence to refute the hypothesis (H_0) and the

hypothesis contrary to it is rejected. Therefore, the evidence indicates that in the dimension of involvement, the University of Kunduz is relatively moderate. In the dimensions of consistency $p < \alpha = 0.00 < 0.05$, in dimensions of adaptability $p < \alpha = 0.00 < 0.05$, and in the dimensions of mission $p < \alpha = 0.01 < 0.05$ which is possible to reject the (H_0) hypothesis and validate the hypothesis (H_1). Also, in compared between mean and cut point in consistency dimensions $\mu = 42.18 < 46$, in adaptability dimensions $\mu = 42.16 < 46$, and in mission dimensions $\mu = 42.77 < 46$, we are able to substantiate this claim. Considering the two-dimensional hypotheses, the upper and lower extremities of the statistic show that the number zero is not included and both numbers are negative. All of this evidence that the academic members of the university's tendency, in the dimensions of consistency, adaptability, and mission, is lower than the mean of organizational culture.

Table (8): The Coefficient of Variation of the Level of Organizational Culture.

Denison model dimensions	Mean	Std. Deviation	Coefficient of variation(cv)	Rank
Involvement	44.39	8.257	18.60	2
Consistency	42.18	8.352	19.80	3
Adaptability	42.66	5.857	13.73	1
Mission	42.77	9.551	22.32	4

In order to rank the cultural dimensions of the organization according to the agreement of the members of the academic staff of the Kunduz University, the calculation of the index multiplied by the coefficient of variation was carried out. Based on this test, the lower coefficient of variation shows the agreement and the upper coefficient of variation shows difference of opinion. As shown in table (8), the coefficients of variation in dimension adaptability with 13.73 is the lowest coefficient which has the priority. but the dimension of involvement needed to be included with the coefficient of 18.60 after the coincidence with the coefficient of the variable 19.80 and after the mission with the coefficient of the variable 22.32 was given priority in the second to fourth-order. Also, to classify each of the indicators from the dimensions of the Danison organizational culture model, the calculation coefficients of the changes are carried out in table (9) which prioritizes each of these indicators.

Table (9): Coefficient of Variation Indicators of Organizational Culture.

Denison model dimensions	Mean	Std. Deviation	Coefficient of variation(cv)	Rank
Strategic direction	14.03	4.206	29.981	12
Goals and objectives	14.61	2.986	20.439	3

Vision	14.14	3.779	26.728	11
Core values	13.93	3.547	25.459	10
Agreement	14.02	3.230	23.042	9
Coordination and integration	14.23	3.159	22.206	6
Empowerment	15.62	3.487	22.327	7
Team orientation	14.75	3.320	22.517	8
Capacity development	14.03	3.036	21.640	5
Creating change	14.84	2.941	19.813	2
Customer focus	13.92	2.508	18.016	1
Organizational learning	13.89	2.859	20.583	4

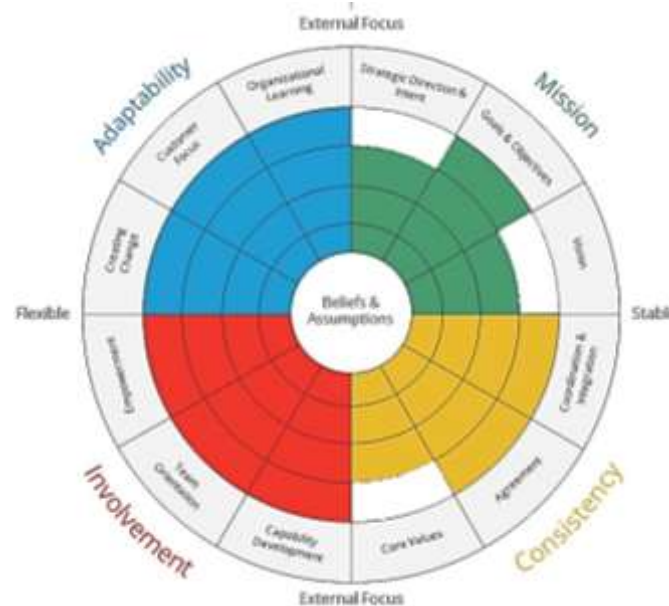
The results of the coefficient of variation of the indicator in Table (9) shows that the coefficient of variable in customer focus indicator was 18.016, in creating change indicator was 19.813, in goals and objectives indicator's was 20.439, in organizational learning indicator's was 20.583, in capacity development indicator was 21.640, and in coordination and integration indicator was 22.206 which was the first priority up to sixth. However, the indicator of strategic direction with variable coefficient of 29.981 is ranked twelfth, the lowest consensus among teachers in this indicator. The location indicators are shown under the radar chart based on this test.

Figure 2: The Twelve Indicators of The Kunduz University Organizational Culture in A Radar Chart.



Figure (2) clearly shows that the strategic direction indicator has a greater distance from the center, while the indicator goals and objectives towards the center. Therefore, the Kunduz University organizational culture model was like the figure (4).

Figure (3): The Obtained Model of Kunduz University Organizational Culture.



Considering the results of tables (8) and (9), the University of Kunduz from the point of view of the internal and external environment, the focus is on the internal environment and from the point of view of the stable and flexible spectrum, it is flexible.

Table (10): Statistical Descriptions of Independent T- test between the Academic Members.

Denison model dimensions	Gender	N	Mean	Std. Deviation	Std. Error mean
Involvement	Male	91	44.82	8.254	0.865
	Female	11	40.82	7.731	2.331
Consistency	Male	91	42.07	8.643	0.906
	Female	11	43.09	5.576	1.681
Adaptability	Male	91	42.80	5.856	0.614
	Female	11	41.45	6.006	1.811
Mission	Male	91	42.58	9.215	0.966
	Female	11	44.36	12.412	3.742

Table (11): The Tendency of Male and Female's Academic Members on Organizational Culture in Kunduz University

Denison model dimensions	Levene's test for equality of variances		T-test for equality of means					
	F	Sig.	T	Df	Sig. (2-tailed)	Mean difference	Std. Error difference	
Involvement	Equal variances assumed	0.013	0.908	1.530	100	0.129	4.006	2.619
	Equal variances not assumed			1.611	12.918	0.131	4.006	2.486

Consistency	Equal variances assumed	1.727	0.192	-0.383	100	0.703	-1.025	2.677
	Equal variances not assumed			-0.537	16.498	0.599	-1.025	1.910
Adaptability	Equal variances assumed	0.163	0.688	0.719	100	0.474	1.348	1.874
	Equal variances not assumed			0.705	12.412	0.494	1.348	1.912
Mission	Equal variances assumed	1.230	0.270	-0.582	100	0.562	-1.781	3.059
	Equal variances not assumed			-0.461	11.371	0.654	-1.781	3.865

Results levene's test for equality of variances is shown in table (10) in all dimensions $\text{sig} > \alpha$. Thus in the involvemen dimension $\text{sig} > \alpha = 0.908 > 0.05$, in the consistency dimension $\text{sig} > \alpha = 0.192 > 0.05$, in the adaptability dimension $\text{sig} > \alpha = 0.688 > 0.05$, and in the mission dimension $\text{sig} > \alpha = 0.270$, therefore, the according to levene's test for equality of variances hypothesis H_0 is not rejected and equal variances are assumed to be accepted.

Comparison of data indicators in table (11) that is shown in dimension involvement is $|t_c| < |t_t| = |1.53| < |1.984|$ and $\text{p-value} > \alpha = 0.129 > 0.05$. In dimension consistency $|t_c| < |t_t| = |0.383| < |1.984|$ and $\text{p-value} > \alpha = 0.703 > 0.05$. In dimension adaptability $|t_c| < |t_t| = |0.719| < |1.984|$ and $\text{p-value} > \alpha = 0.474 > 0.05$. Also in dimension mission is $|t_c| < |t_t| = |0.582| < |1.984|$ and the mean level at $\text{p-value} > \alpha = 0.562 > 0.05$. Therefore, in all dimensions, there is no evidence to refute the hypothesis H_0 . Considering the statistics available from the sample of population in this research, we can assertion that the existing organizational culture at kunduz university had the same effect on male and female lecturers.

5. Discussion

The findings of this study in Table (7) showed that the dimensions of Denison's organizational culture prevail in Kunduz university. However, its degree of sovereignty is lower than average, and it can be said with negligence that it is consistent with the research findings of Rahimonia and Alizadeh [6], and Ardalan et al. [20].

A study conducted by Salehi et al. (2015) in the Radio and Television organization of the Islamic Republic of Iran using Denison's model, states that the dimensions of involvement, consistency, and adaptability are not in a good position and are lower than usual, but then the mission is in the middle position[25]. The results of this study (table 7) showed that the degree of dominance of organizational culture in Kunduz University $p < \alpha$ is lower than average and is consistent with the findings of this study.



Iranzadeh and Mahmoudi-Ashan (2010), in a study entitled (understanding organizational culture based on Denison model (case study: plenar company)), which has been implemented based on Denison model, shows that the prevailing organizational culture in this company is in accordance with denison's organizational culture model[18]. The results of this study showed that all four dimensions of Denison's organizational culture are moderate and above average. The findings of this study indicate that the degree of dominance of organizational culture in kunduz university is lower than average, which is not consistent with the findings of Iranzadeh and Mahmoudi-Ashan (2010).

Gillespie et al. (2008), in a study that measured the relationship between organizational culture and customer satisfaction in the construction industry and car dealers, and their research model was Denison's model, show that in the construction industry dimension of work engagement and mission dimension have the highest score. And the lowest score was related to the adaptability dimension. Also, in relation to car dealers, the highest score is obtained in the compatibility dimension and the lowest score is achieved in the adaptability dimension[21]. The findings of calculating the coefficient of variation of table (8) show that in this study, the highest score was assigned to the adaptation dimension and the lowest score was assigned to the mission dimension, and is not consistent with the findings of Gilspy et al. (2008). But they are in consistent with the findings of the car dealership.

Mobly et al. (2005) test denison's model in various chinese organizations. For example, in furniture manufacturing organizations, the vision index has the highest score and the capabilities development index has the lowest score. In insurance companies, the organizational learning index gets the highest score and the customer orientation index gets the lowest score. In public hospitals, the organizational learning index received the highest score and the variability index received the lowest score, and finally, in high-tech companies, the organizational learning index received the highest score and the capabilities development score the lowest score[23]. The findings of this research table (9) show that the highest score is the customer orientation index and the lowest score is the strategic orientation index which is not consistent with the research of Mobly et al. (2005).

6. Conclusion

The results of data analysis showed that the tendency of organizational culture at Kunduz University) is lower than average ($p < \alpha$). However, according to Dale and Kennedy's classification, the lower than average culture is inclusive the group of weak cultures and the weak culture is called culture that both the number of people committed to it is low and the level of commitment to culture is weak.

Also in connection with this issue, Denison believes that all four dimensions are necessary for the culture of an organization, but when an organization is weak in the dimension of mission, it means that the path it is following is ambiguous for it and most likely it does not achieve the goal, also quickly moves away from the organizational goals. According to these, the senior managers of kunduz university can use the results of this study to take serious action to strengthen the organizational culture of the university and institutionalize each dimension of organizational culture among faculty members to better achieve the organizational goals of kunduz university. Therefore, the researcher suggests these two basic measures for senior managers of kunduz university:

1. Planing and carrying out the qualitative research in order to identify the causes of organizational culture weakness in another University;
2. Strengthening and promoting organizational culture in all universities through holding plays, seminars, celebrations, and observance of cultural norms by members of the academic staff, especially high-level managers.

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