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The study and ranking a variety of organizational cultures in public sector based on the Quinn model

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Abstract

Organizational culture is one of the important elements of change management in organizations that should be coordinated with other constituents of organization. Organizational culture is a phenomenon that occurs in organization and all members believe that an invisible hand guides people toward a kind of invisible behavior. Understanding the constituents of elements of organizational culture helps us to better justify the behavior of people in organization. The main purpose of this study is to identify organizational culture in public sector by using The Quinn model. The method of this study is applied in terms of purpose and is survey in terms of method. The required data of this study were collected by library and questionnaire methods. The statistical population of this study includes all staffs of General Administration of Sport and Youth in South Khorasan province. The number of 39 subjects was selected by sample random sampling and the data were analyzed by SPSS software. According to the study results, the type of organizational culture according to The Quinn model was diagnosed as Adhocracy culture.

Keywords: Clan Culture, Adhocracy Culture, Market Culture, Hierarchical Culture, Quinn Model

Introduction

The concept of organizational culture, with the importance and functional role in organizations, is a subject that has entered the literature of organizational management and behavior in recent decades. Today, the managers of big organizations have concluded that organizational culture is considered as the origin of all abilities of organization. It is clear that the recognition and measurement of the current status of organizational culture shows how much organizations pay attention to cultural values. Certainly,

organizational cultures can be managed by designing and explaining the favorite status and determining the gap between the current status and the favorite status.

In this paper, by using the Quinn organizational culture model, the components and parameters of organizational culture in General Administration of Sport and Youth in South Khorasan province is studied. For this purpose, by studying the dimensions of organizational culture by the Quinn model and other previous studies, the research model was determined and then by using data collection tools like questionnaire and face to face interview, the desired data were collected. The last selection of the paper is related to discussion and conclusion. The study results are completely described by using descriptive and inferential statistics test.

The Concept of Organizational Culture

Organizational culture means the common beliefs of an organization. The deeper and more are the common beliefs, the stronger will be the culture and the more difficult are the beliefs, the weaker will be the organizational culture. (Saeedi, 2007) In other words, when the common beliefs and values are very deep in the people of a society or an organization, that culture will be strong and otherwise the culture of that society will be weak and can be easily changed. According to the above definition, experts provided some parameters to classify the culture of organizations and recognition of the type of culture in each organization. One of the common classifications that is usually used in contingency models in mechanical culture and organic culture, in organizations with mechanical culture, common beliefs focus more on formal structures, rules and regulations, institutions, financial resources, budget and standard methods. While in organizations with organic culture, common beliefs focus more on informal structures, results and performance.

In English and French languages, the word culture that is used means cultivation. But, a concept that was directly from the word's root was never used in Persian literature. This concept was apparently used for the first time in German language after 1750.

The effect of organizational culture on staffs and organizational members is so much, so that by studying its dimensions the feelings, behavior and attitude of members can be found and their probable reactions about the future events can be predicted. (Rahim Nia and Ali Zadeh, 2009)

Organizational culture is fact the supplementary part of organization's performance. This culture caused empathy among every member of organization and helps them to consider themselves in one queue. The role of organizational culture in an organization is divided into the performance of organizational culture and its effect on different parts of organization. Organizational culture has many functions and here are some of them:

A strong relationship was observed between organizational culture with personal effectiveness and leadership effectiveness and also with job satisfaction. (Kwantes and Boglarsky, 2007)

Organizational culture causes adaptability outside of the organization and contraction inside the organization. (Schermerhorn et al., 2005)

Culture makes a group identity that helps the members of group to Synchronize and match them with the policies, missions and goals of organization. (Haji Karimi, 2004)

Organizational culture provides the group commitment. (Kinicki and Kreitner, 2007)

Organizational culture acts as a social controller to strengthen certain behaviors and dominant values. (Barbosa and Cardosa, 2007)

Organizational culture affects all organizational interactions. (Francois, 2006)

One of the main tasks of managers is to form and guide the main values and organizational culture. In fact, the main role of organizations' leader is considered as the management of values in organizations. Even, some scientists measure the perfect performance with the achievement and dominant of transcendental values and goals in organization. Also, many researchers have concluded that even if the goal of organization is only profitability the goals cannot be achieved without regarding the values of organizational culture. Thus, managers should pay attention and invest on the management of organizational culture.

Research Method

There are different models and attitudes on organizational culture. In this study, the Quinn organizational culture model was used. Quinn defines organizational culture as: organizational culture is the main values, assumptions and interpretation of the approaches that determine the features of an organization. In this model, organizational culture is divided into four types which are: hierarchical culture, Clan culture, adhocracy culture and market culture. (Quinn, 1999)

Hierarchical culture: An organization that focuses on stability and control has hierarchical culture, it is a completely formal and structural place for doing tasks and the procedures were defined in such a way that determines the tasks of every individual. The maintenance and slow motion of organization is very critical and the factor of integrity in organization is formal rules and policies. The long term attention of organization on keeping the stability and high performance is done with efficiency and its slow operations.

Clan culture: An organization that focuses on internal maintenance and survival flexibility, interest in people and sensitivity to customers has ethnic and tribal culture. The atmosphere of organizations with ethnic culture is very friendly. Organizational integrity is caused by loyalty to traditions and organizational commitments are very high. Organization emphasized the long term interest of human resources, management and the achievement of a high degree of Integrity and ethics and also considers a special reward for group works, participation and consensus.

Market culture: An organization that focuses on external positioning with a need to stability and control has market culture. Such an organization is result oriented and focuses more on doing the tasks accurately. Staffs compete with each other and are goal oriented. Challenging leaders are dynamic and hard working. The emphasis on winning makes the organization united. The long term emphasis on

competitive actions and achieving goals is quantitative and success is defined according to the degree of influence in market.

Adhocracy culture: An organization that focuses on external positioning, high flexibility and individualism has Adhocracy culture. The atmosphere of such organizations is dynamic, entrepreneurial and creative and encourages risk taking staffs with innovative and creative leaders. Commitment to empiricism and innovation causes the integrity of organizations with Adhocracy culture. The emphasis is on moving at the edge of headland. The long term emphasis of such organizations is to develop and gain new resources and position in them means being unique and providing products with new services. (Farahni Buzjani et al., 2013)

The population of this study includes all staffs of General Administration of Sport and Youth and 39 subjects were selected by simple random sampling and research questionnaires were distributed among. The research questionnaire that was designed based on The Quinn model included 23 questions and was scored according to Likert scale.

In order to study the validity and reliability of the questionnaire through SPSS software, Cronbach's alpha test was done. The reliability coefficient of the questionnaire was 0.966 that shows that the questionnaire has a high validity. Table 1 shows the questions and reliability of each dimension of the questionnaire.

Table 1. The reliability of the research questionnaire

Variable	Questions	Number of questions	Cronbach's alpha
Clan culture	1-6	6	0.910
Adhocracy culture	7-11	5	0.879
Market Culture	12-17	6	0.877
Hierarchical culture	18-23	6	0.901

As table 1 show, the reliability of the variables and dimensions of organizational culture are also high.

Findings

According to the demographic information of the study, about 39% of the samples were men and 61% were women. The highest age group of the sample was between 31 to 40 years that included 51%. Also, the education level of the sample includes about 5% for less than diploma, 5% diploma, 70% associate and 20% bachelor degree. The central indicators and distribution of a variety of organizational culture in the study sample were obtained as the following table:

Table 2. Descriptive parameters of the research main variables

variable	Dispersion tendency indices			central tendency indices		
	SD	Variance	Range	Mode	Median	Mean
Clan culture	0.798	0.638	3	2.50	2.84	2.846
Adhocracy culture	0.678	0.461	2.60	3	2.70	2.707
Market Culture	0.678	0.461	2.83	2.83	2.78	2.787
Hierarchical culture	0.713	0.510	3.17	3	2.86	2.865

The results of the above table show that in the total conclusion of organizational culture in General Administration of Sport and Youth, Clanculture with the mean of 2.846 and standard deviation of 0.798, adhocracy culture with the mean of 2.707 and standard deviation of 0.678, market culture with the mean of 2.787 and standard deviation of 0.678 and hierarchical culture with the mean of 2.865 and standard deviation 0.713. To answer the question that what is the type of organizational culture in the study sample? Single-sample T-test was used. In this test, the mean obtained for each component was compared with the average limit namely the number 3.

Table 3. The results of Single-sample T-test

Variable	Mean	T	df	Sig.	L	U
Clan culture	2.84	-1.203	38	0.23	-0.4128	0.1051
Adhocracy culture	2.70	-2.689	38	0.01	-0.5123	-0.0723
Market Culture	2.78	-1.958	38	0.058	-0.4329	0.0072
Hierarchical culture	2.86	-1.181	38	0.24	-0.3665	0.0964

According to the above table, since the significance level of adhocracy culture is less than 5% error level, it can be concluded that the mean of this variable has a significant difference with the average limit (3) and the dominated culture in the study population is adhocracy culture.

Friedman test was used to study the prioritization of the dimensions of organizational culture. The results of this test were summarized in table 5.

Table 4. The results of Friedman test

Number	39
Chi-square	2.602
df	3
Sig.	0.457

According to the results of Friedman test, since the significance level obtained for the test (0/457) is more than the accepted error level (0/01), we conclude that the null hypothesis is accepted at 99% confidence level, in other words the priorities of all dimensions of organizational culture do not have significant difference with each other. The results of the prioritization of the dimensions of organizational culture were given in table 5.

Table 5. The results of the dimensions of organizational culture

Rank	items	Average ratings
First	Clan culture	2.63
Second	Hierarchical culture	2.63
Third	Market Culture	2.49
Fourth	Adhocracy culture	2.26

As table 5 shows, Clanculture with the mean of 2.63 is in the first place, hierarchical culture with the mean of 2.63 is in the second place, market culture with the mean of 2.99 is in the third place, adhocracy culture with the mean of 2.26 in the fourth place.

Discussion and Conclusion

The concept of culture in academic discussions has been highly considered during the last 25 years. Most uses of words to define organizational culture show the important and key aspect of culture that is thinking to share some things. Organizational culture is a set of values, beliefs, perceptions and ways of thinking that are common among the members of organization.

In this study, the type of organizational culture in General Administration of Sport and Youth was studied and explained by the Quinn organizational culture model. In the performed studies, a result was obtained that the dominated organizational culture in the study sample is adhocracy culture. In Single-sample t-test, this culture was tested with the significance level of 0/01 was less than the significance level (0/05), thus this type of culture is confirmed. Also, the results of correlation test show that the correlation between Clanculture and hierarchical culture with the coefficient of 0/869 has the highest amount among other types of culture. Thus, the study organization has creative and risk-taking staffs who are guided by experienced leaders.

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