

# Investigate the relationship between dimensions of organizational culture (based on Denison model) with organizational agility capabilities in Civil Registration in Sistan and Baluchestan

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**ABSTRACT:** If hypothesis has been proposed. The research method is descriptive and survey questionnaire for data collection and research library is used. The study population consisted of 140 individuals. Using Cochran methodology based on 103 randomly selected as the sample size, questionnaire, using Cronbach Grvnbakh, 9/99 is obtained. To determine the significance of organizational culture dimensions, the t test was used. In this study, the mean (SD) indicates that the respondents' views about the four dimensions of involvement, consistency, adaptability, mission, above average (number 5/4) and the sum of the positive evaluated. Also examine the relationship between each of the hypotheses of the study were shown a significant relationship between the independent variables (dimensions of organizational culture) and the dependent variable (agility) there. To evaluate the effect according to data normality of regression test results indicated that Sig variable flexibility, less than 0/05, so the effect is statistically significant in  $\rightarrow$  which to investigate further the effects of variable organizational agility , the ANOVA showed that the effect is more flexible than other variables . Other variables were not significant.

**Keywords:** Culture, organizational culture, Denison model, organizational agility, Civil Registration Sistan and Baluchestan.

## INTRODUCTION

Eighties must be considered as the start of father investigations on the issue of organizational culture. The interest for more researches on organizational culture is derived from various factors. One can refer to: firstly in Eighties the organization globalization and business begin there fore, the harmony between employees is discussed. Secondly it was indicated that the various levels of organization performance can be attributed to the type of organization culture. Thirdly organizational culture can operate as a source to create stable competitive advantages, because some culture can't be imitated readily, and also the emergence of Japan power as one significant and important competitor against American is another reason that researcher have known one of the main reason as culture differences between two countries (Gafi & Jones, 2001: 3, Quinn & cameron, 2006: 16).

Among the various scientific dicciplines, there is no consensus on culture concept: how ever from an organizational point of view, culture is interpreted as a strong chain that provide organization stability (Kurt & charmak, 2007: 647, Bidokhti, 2000: 7). It is about two decades that the theorists of organization and management area proposed an important subject at organization that it is not tangible and perceptible. This issue is criticized by famous experts like warren Benis, Edgar cheyenne, willion and most of all its importance was manifested at the book "The pursuit of perfection" by peters waterman (1982) so this important issue is called "organizational culture" and

more is known material and intangible aspects in organization and studied at the various points of time (Fani & Hossein nejad, 2002: 38).

Generally if lack of attention to organizational culture, individual beliefs and values don't lead to absolute failure of organization and achieve to aims, at least they create many problems at the procedure of organization movement and waste a lot of energy to solve problems.

As evidence shows, organizational culture is a sophisticated issue, it has important role in facilitating progression and organization revolution, therefore when organizations don't have enough knowledge about their organizational culture and its dimensions and indices, they face to abundant problems like organizational conflict, lack of organizational coherence and performance reduction. Therefore, recognition of culture to managers helps to use its strength by awareness and whole view to the prevailing space on organization and predict the necessary measures and stratagems (Rahimnia et al 148, 2009, 147). In this research, Denison's organizational culture model that is based on scientific findings and theories and researches in china, Russia and Taiwan support and accept it. This model has four dimensions including consistency, involvement in work, adaptability and mission. Denison's organizational culture model in comparison with other models has such benefits it us says group behavior rather than personality assessment, it measures to the lowest levels of the organizations, it applies at all levels of an organization.

In this research we try to answer this question that is three relationships between culture factor and growth of organizational agility? Is this significant? How organizational culture has a significant impact on organizational agility? What culture categories have the most effect on agility?

**The main objective:**

The main purpose of conducting research is to determine the effect of organizational culture based on Denison model on organizational agility.

The main hypothesis:

There is statistically significant relationship between organizational culture and organizational agility.

**The secondary hypotheses:**

1. There is statistically significant relationship between dimensions of organizational mission and organizational agility
2. There is statistically significant relationship between of consistency and organizational agility.
3. There is statistically significant relationship between dimensions of involvement in work and organizational agility
4. There is statistically significant relationship between dimensions of adaptability and organizational agility.

**Culture**

Culture means values, norms, and traditions, customs that these features are different at human societies. We don't bear with culture: but community teaches us it, we learn it from others around us. In fact culture is acquired and it implies the common aspects of working in a particular society. These aspects include factors such as feed dress, respect to others and upbringing offspring.

The combination of these factors makes distinctive the Canada and Pakistan from England and Algeria culture. Daniel Denison & Anil Mishra (1995), organizational culture model:

Daniel Denison and Anil Mishra assigned four characteristics (attributes) for organizational culture. These characteristics include: collaboration coordination adaptability and mission (Denison & Mishar, 1995: 216).

Denison in this recent research measured each of four characteristics of organizational culture using three indices and each index with five questions (survey item) (Denison, 2000:1).

Table1. four characteristics culture of Denison organizational

Characteristics	Indices
Collaboration	Ability- making- team orientation, development of capacities
Coordination	Axial value, mutual agreement, coordination and integrity
Adaptability	Changes, concentration on customer, organizational learning
Mission	Targets and strategic orientation goals and ideals perspective

Generally Agility is the ability of one organization to understand environmental changes and then to respond quickly and effectively to that change. This environmental change can be technologic change or the change of customer need. The term "agile" describes the speed and power to respond in the face of internal and extral events of organization.

Agile organizations must not only respond to changes, but also able to gain competitive advantage with a suitable make- up one of the most important factors in the survival and progression of organizations in today's dynamic environment is their agility. The main feature of this environment is a change.

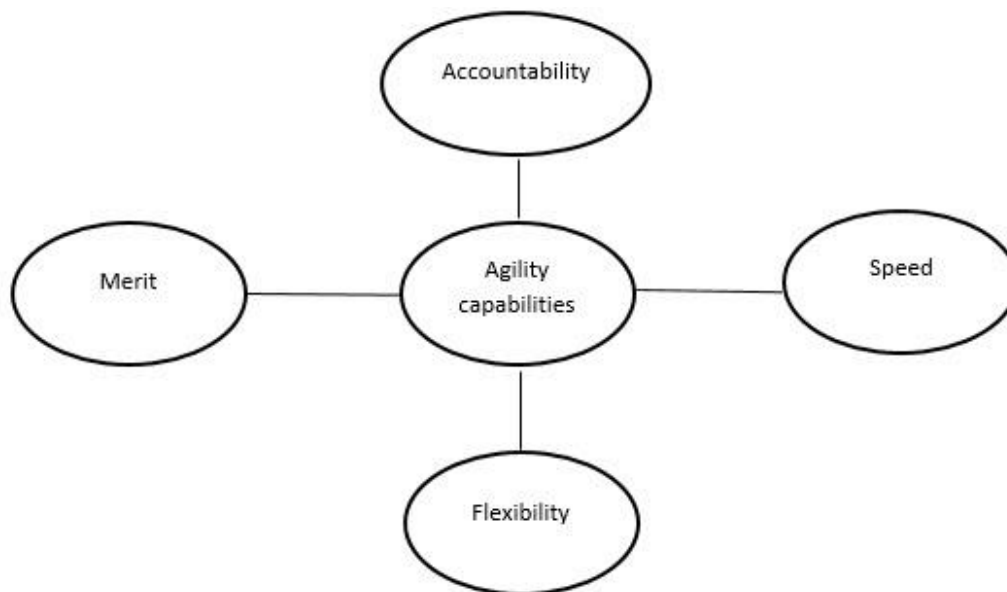


Figure 1. components of agility capabilities in organization

### MATERIALS AND METHODS

In this research, sampling in random. Sample volume amounts to 103 individuals. The main variables of organizational culture have been studied and their relationship with agility measured. The objective is a real and regular description of features of one reality. In this research, it is tried to report without interference or subjective deduction thus this research in descriptive. Because this research studies the relationship between independent and dependent variables, it is correlative.

### RESULTS AND DISCUSSION

In this research according to the statistical methods in software Spss 21, in two parts of descriptive and inferential statistics data were analyzed and hypotheses tested.

Klumogrov- sminov (k-s) test

To examine the claim of normal distribution of data we perform as follows:

**H<sub>0</sub>:**

there is normal distribution of data

**H<sub>1</sub>:**

there is not normal distribution of data

Test result: since the obtained sig is more than 5% thus H<sub>0</sub> has been confirmed and non- normality claim of data will be rejected. Correlation test

**First hypothesis- test**

**H<sub>1</sub>:**

there is significant relationship between dimension of mission and organizational agility capabilities.

Table 2. Correlation test of first hypothesis

		Compatibility	Agility
Compatibility	Pearson correlation	1	0/689**
	Significance level		0/000
	Number	103	103
Agility	Pearson correlation	0/689**	1
	Significance level	0/000	
	Number	103	103

The correlation between mission dimension from dimensions of organizational culture and organization agility capability is positive and statistically significant ( $r= 0.867$ ,  $p<0.005$ ) this means the more organizational mission dimension; the more organization agility capabilities and two variables are correlated.

According to table (3) significant level for all three models (linear, logarithmic and exponential) is less than 5%. In this condition the more statistic the more elegant model will be (ie , exponential regression).

Table 3. Data summary of estimated parameters of linear logarithmic exponential charts

Equation	Summary of model					Approximation of parameters	
	Determination coefficient	F statistics	Freedom degree 1	Freedom degree 2	Significnat level	Constant	bf
Linear	0/475	93/065	1	101	0/000	1/878	0/676
Logarithmic	0/470	91/286	1	101	0/000	0/331	3/175
exponential	0/491	99/305	1	101	0/000	1/730	0/682

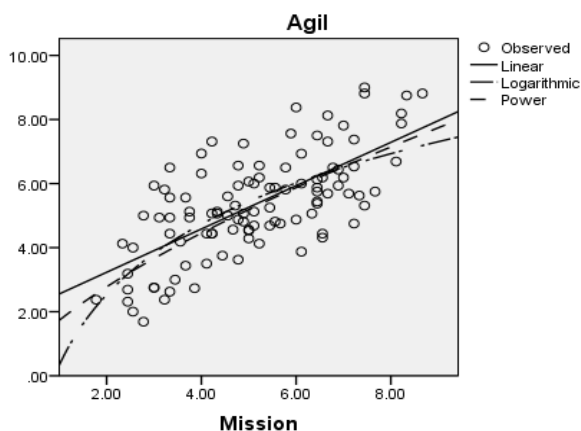


Figure 2. first hypothesis

**Test of second hypothesis:**

**H<sub>1</sub>:**

there is significant relationship between consistency dimensions of organizational culture and organizational agility capabilities

Table 4. correlation test of second hypothesis

		Compatibility	Agility
Compatibility	Pearson correlation	1	0/700**
	Significance level		0/000
	Number	103	103
Agility	Pearson correlation	0/700**	1
	Significance level	0/000	
	Number	103	103

The correlation between consistency dimension of organizational culture and agility capability is positive and statistically significant ( $r= 0.6$ ,  $p< 0.005$ ) it means the more organizational mission dimension the more organizational agility capabilities and two variables are correlated.

According to table (5) sig for each three models (linear, logarithmic and exponential) is less than 5%. In this condition the model which has more statistic f, is more elegant (ie, linear regression).

Table 5. summary of estimated parameters of linear, logarithmic and exponential charts

Equation	Summary of model					Approximation of parameters	
	Determination coefficient	F statistics	Freedom degree 1	Freedom degree 2	Significnat level	Constant	bf
Linear	0/490	98/97	1	101	0	2/4	0/587
Logarithmic	0/415	73/12	1	101	0	2/3	1/962
exponential	0/436	79/71	1	101	0	2/6	0/423

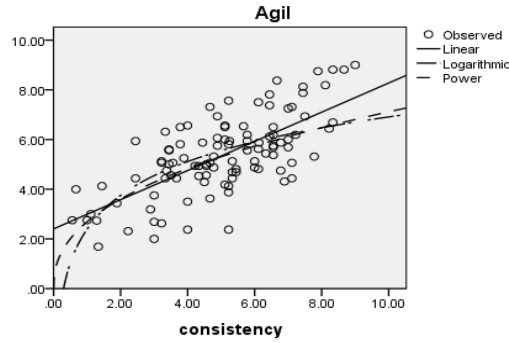


Figure 3. second hypothesis

**Third hypothesis test:**

**H<sub>1</sub>:**

there is significant relationship between involvement in work dimension from organizational culture and involvement organizational agility capability.

Table 6. correlation test of third hypothesis

		Engaging in work	Agility
Engaging in work	Pearson correlation	1	0/776**
	Significance level		0.000
	Number	103	103
Agility	Pearson correlation	0/776**	1
	Significance level	0.000	
	Number	103	103

According to table (6) sig for each three models (linear, logarithmic and exponential) is less than 5% in these condition the model has more f statistic, is more elegant (I e linear regression).

Table 7. Data summary of estimated parameters of linear, logarithmic culture dimation and agility

Equation	Summary of model					Approximation of parameters	
	Determination coefficient	F statistics	Freedom degree 1	Freedom degree 2	Significnat level	Constant	bf
Linear	0/601	155/438	1	101	0/000	1/666	0/732
Logarithmic	0/541	121/407	1	101	0/000	0/845	2/914
exponential	0/559	130/600	1	101	0/000	1/942	0/623

Summary of estimated parameters of linear, logarithmic culture dimation and agility Capability is positive and statistically significant ( $r= 0.771$ ,  $p< 0.005$ ). the more dimension of involvement in work, the more organizational agility capability and two variables are dependent.

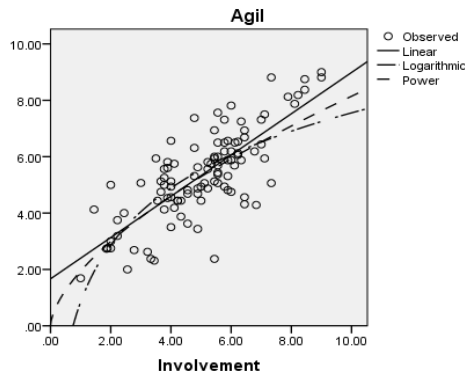


Figure 4. third hypothesis

**Fourth hypothesis test:**

**H<sub>1</sub>:**

there is significant relationship between adaptability dimension of organizational culture and organization agility capability.

Table 8. correlation test of fourth hypothesis

		Engaging in work	Adaptability
Adaptability	Pearson correlation	1	0/818**
	Significance level		0/000
	Number	103	103
Agility	Pearson correlation	0/818**	1
	Significance level	0/000	
	Number	103	103

The correlation between adaptability dimension of organizational culture and organization agility capability is positive and statistically significant ( $r= 0.885, p< 0.005$ ). it means the more dimension of organizational mission the more organizational agility capability and the two variables are correlated.

According to table (14) sig for each three models (linear, logarithmic and exponential) is less than 5 percent model has more statistic f is more elegant ( I e, linear regression)

Table 9. Data summary of estimated parameters in linear logarithmic and exponential charts

Equation	Summary of model					Approximation of parameters	
	Determination coefficient	F statistics	Freedom degree 1	Freedom degree 2	Significnat level	Constant	bf
Linear	0/669	207/873	1	101	0/000	1/591	0/740
Logarithmic	0/623	169/980	1	101	0/000	0/498	3/124
exponential	0/650	191/289	1	101	0/000	1/794	0/671

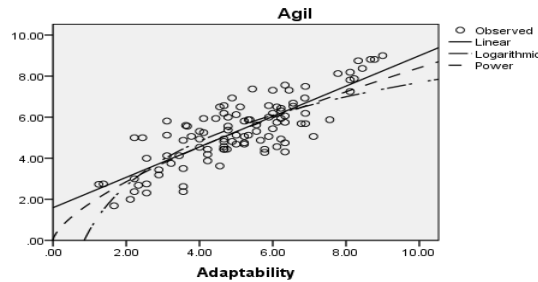


Figure 5. fourth hypothesis

**Regression test and variance analysis**

As it is clear from the figures there is linear relationship between variables of organizational culture dimensions and organization agility capability so that the more organizational culture dimensions (mission consistency involvement, adaptability dimensions), the more organization agility capability will be. These figures show that the hypothesis of variance homogeneity is true.

In study of variables using determination coefficient, regression and variance analysis, the results of data analysis have three outputs: first output has been calculated 0.794 determination coefficient according to table (10).

Table 10. coefficient of determination of mission consistency involvement and adaptability

Model	Pearson correlation	Estimated error	Adjustment factor	The coefficient of determination
1	0/833a	0/693	0/681	0/90192

Predictor variables: adaptability, mission, Involvement, consistent

variables from respondent's view all dimensions and components of organizational culture in civil registration organization has been evaluated more than medium level ( I e, 4-5).

To investigate the relationship between dimensions of organizational culture with organizational agility, correlation test has been used. To measure the effectiveness, questionnaire questions with 10 options (completely ineffective) to (completely effectively) were provided that 4.5 and lower number shows in effective item and selecting higher numbers indicates the success of the items.

Therefore,  $H_0$  indicates lack of relationship and  $H_1$  shows the existence of relationship. The calculated mean with standard deviation shows that the view of respondents in civil registry organization about the four dimensions of involvement, consistency adaptability, and mission was higher than medium level (ie. 4.5), totally it has been evaluated positive.

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