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[Organizational Culture Assessment Of Sarhad University Of Science & IT, Peshawar Using Competing Values Framework]

Dr. Lal Muhammad

Assistant Professor, Sarhad University of Science & IT, Peshawar.

Email: lal.ba@suit.edu.pk

Dr. Asghar Kamal

Assistant Professor, Department of Business Administration, Sarhad University of Science & IT, Peshawar. Email: asghar.ba@suit.edu.pk

Waas Khan

PhD Scholar, Sarhad University of Science & IT, Peshawar

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ABSTRACT

Today, organizational culture is viewed as the primary driver of decision making in an organization and a crucial determinant of its efficacy. Due to limited research in the domain of organizational culture assessment in South Asian countries, particularly in Pakistan, this research aimed to assess the current and preferred organizational culture of Sarhad University. The quantitative method approach adopted for collecting of data using OCAI (Organizational Culture Assessment Instrument), which is based on the CVF (Competing Values Framework). The target population was Faculty members of Sarhad University Peshawar. A sample was drawn from the population (155 participants) composed of academic staff. Results shows that the dominant culture adopted in the currently and in the preferred situation is the hierarchy culture is suggested at Sarhad University. Based on the opinions of academic staff, this study can give leaders, academic staff and administrative authorities understanding the organizational culture of Sarhad University and analyze the strengths and weaknesses of a university's organizational culture and enhance the quality by focusing on innovation.

Keywords: Organizational Culture, Clan Culture, Adhocracy Culture, Hierarchy Culture, Market Culture.

Introduction

A group of people makes up an organization who have various social, cultural, psychological, and academic features. To put it another way, each person in an organization may come from a different background, have distinct habits, hobbies, behaviors, views, and values. Similarly, as an organization's leader, stakeholder, or member, these individuals may contribute to or gain from it. Despite these disparities, the organization is the platform that brings these people together for a certain purpose and allows them to engage with one another on a regular basis in order to achieve the organization's goals (Keyton, 2010). Psychologists, anthropologists, and sociologists have investigated organizational structure from many angles in recent times to comprehend how the organization accomplishes these goals, and they have created conceptual models and frameworks with diverse or similar points in their efforts relevant to the subject.

Researchers have linked culture to organizations, and the term "organizational culture" has been disclosed. So, by analyzing an organization's organizational culture, common values, and core principles, researchers have drawn conclusions in areas relevant to analysis, management, change, and development of organizational culture (Abdullahi et al., 2025). As per research aim, the culture of the organization has been investigated in order to give various benefits to different sections of the organization, such as determining the reforms that are

required to improve the organization's efficiency, and the environment of the organization in which it is situated (Bolman & Deal, 2017).

According to researchers, organizational success is influenced by how broad and powerful the ideals of the shared culture are (D. Denison, 1990). This indicates that an organization's performance can be improved if its cultural values are consistent with its employees' beliefs and values (Asbari, 2024; Berson et al., 2008).

Background of Study

In the late seventies and early eighties, the phrase "organizational culture" was employed in the systematic evaluation of organizational culture. Many researchers, particularly in the eighties and nineties, believed that organizational culture was the only way to achieve success in the organization (Vasyakin et al., 2016). The idea of organizational culture is difficult and complex to describe. The problem arises from the fact that the term "culture" is used in so many different meanings, and also the point that there is a structure to culture that is so complex that it is difficult to determine (Piwowar-Sulej, 2025). In reality, going beyond the behavioral dimension is important for describing culture, because it could be influenced by causes apart from culture e (Schein, 2010). Furthermore, if researchers' methods for understanding the meaning of a phrase aren't properly understood, the definitions they come up with are meaningless, because how a culture is understood is just as important as how this is researched (Ehrhart et al., 2013). Regardless of the fact that the researcher addressed the idea from many angles and perspectives, it can be observed that their definitions and interpretations of the idea meet in a single pot of beliefs and shared values. Ogbu et al. (2024), according to them, in a straightforward manner, the levels and aspects of the culture concept were studied, however, only a partial definition came from culture. As an individual phenomenon, culture is embedded in a social context with internalized practices, values, and beliefs. In this sense, the culture established at the individual basis and the culture described at the collective level have a shared background. Siswadi et al. (2023) describes organizational culture in terms of language, shared symbols and other aspects as well as in terms of gender relations, and explore how things are done as well as strongly held views and values in its book 'Gender, Culture, and Organizational Change.' They see these cultural aspects as a place where gender orientation, discriminatory practices, and cross power relations can flourish.

Similarly, Deshpande and Webster Jr (1989) who link various definitions of organizational culture to various theoretical perspectives developed for the subject, describe organizational culture as a pattern of shared views and values that helps people understand how the organization works and gives examples of how people behave in the organization. Schein (2010), he is regarded as one of

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the foremost experts in the field of organizational culture, in its book, 'Organizational Culture and Leadership,' he discusses organizational culture in the context of leadership, and considers the leader to be the initiator for the creation of culture and compares leadership and culture to two sides of a coin. The same book also contains the term "organizational culture" refers to a set of shared fundamental principles that a group obtains as a result of resolving internal integration and external adjustment issues.

Kates and Galbraith (2010) one of the other leadership-focused scholars, claim that organizational culture is established by common behavior norms, dispositions, and beliefs shared by many individuals. Organizational culture is the outcome of past organizational actions and leadership accumulation and as a result of these actions, new leadership characteristics have arisen. Ashkanasy et al. (2000) in the book 'Organizational Culture and Climate,' he investigated at the idea of organizational climate and linked the idea to the culture of the organization. According to him, the organizational climate determines the organizational culture or vice versa. The visible layer of organizational culture is indeed the organizational climate. From three different views, Ashkanasy discussed organizational culture. Culture and climate are two aspects of the organization when it comes to structural reality. Organizational culture is defined by the distinguishable sequence in which organization operations are carried out when viewed through the lens of social structure. The third aspect is concerned with organizational and cultural conformity when it comes to linguistic conformity, and it claims that these ideas are used to encourage us to understand.

On the contrary, what the organizational culture doesn't entail it's critical to comprehend, to put it another way, exactly what it isn't. Gallagher (2003) states that organizational culture has nothing to do with the company's products or services, however, it is about the organization's beliefs and value judgments. Organizational culture is neither promoted nor formed from the outside, instead, it emerges naturally inside the organization without even being formally expressed. The rules and practices of an organization are not the core of organizational culture however, in terms of the organization's ethos. The organization's recruitment method has nothing to do with its culture however in relation to the human paradigm that is assessed, when it comes to recruiting new members. The goal of organizational culture is to reward desired behavior rather than to express desired behaviors.

Organizational Culture in Universities

Universities are among the few institutes whose structure and operation have remained virtually unchanged from the medieval period to the current day. The creation and dissemination of knowledge is the main objective of institutions of higher education. While science is the organization's primary focus, and the

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university's organizational units are departments. The controlled and specialized societies they belong to, along with the discipline they are involved in, are the source of their identity perceptions of academic staff rather than their affiliation with the organization for which they perform (Sanyal, 1996). In the twenty-first era, universities now have a framework that caters to a broader, more complicated, students from various backgrounds, and pursue a broader range of targets than before (Scott et al., 2017). Universities, which are constantly evolving in terms of social, scientific, financial, and political factors, are obligated to alter in order to succeed. This rapid change has created a high-pressure environment, both on a worldwide and globalized scale. Academic changes such as the formation of shared markets, students' and employees' flexibility, and unrestricted transit of goods and services are accelerated by universities (Beytekin et al., 2010).

Every university does have its own distinct culture. This culture encompasses everything from the university's name, history to the university's campus, mission, color and logo, the method of business management, architecture, community, graduates, and club. Each university has its own institutional culture, which includes aims, values, and traditions that have developed over time, as well as administrators, faculties, faculty, and students all have their own subcultures. Universities are managed by a hierarchical system comprised of faculty staff, administrative managers and board of academicians as opposed towards one CEOs, which is the case in the corporate world (Abdullahi et al., 2025).

The university has a distinct organizational culture because of the education departments' reliance on a well thought-out structure based upon the idea of knowledge and learning. Inside the context of internal connections, university culture serves as a venue for administrative and academic leaders, administrative and academic members and students, executives of private and public sectors, parents and alumni, other educational institutions partners and employers non-governmental organizations and competitors, establish a variety of connections (Vasyakin et al., 2016). As is obvious, a university perceives itself to be an organizational player, which indicates a subjective method, in today's socioeconomic turbulence, which is to say, it plays a critical role in the development of the data structure and expands the scope of shared ideas and beliefs (Laura, 2016).

The Importance of Detecting Culture in University

Most universities' structural elements and functions play a significant role in their culture. Hence, understanding of the university's cultural characteristics will aid academicians, administrative members, and managers in the establishment of strategies and decision-making practices for all the university's shareholders. Organizational culture is discussed in this paper in context of universities with

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institutions of higher education. In this research, the Cameron and Quinn (2005) competing value framework (CVF) model was used to assess the organizational culture of Sarhad University.

Objectives of the Study

There have been few studies on the culture of universities in developing countries, particularly in Pakistan, so this study explores that context. The primary focus of this research is to determine which cultural types (clans, adhocracy, market, and hierarchy) manifest in Sarhad University from the standpoint of academic staff. In order to achieve this objective, the study was framed around the following research questions:

- The assessment of the organization culture of Sarhad University of Science & Information Technology, Peshawar?
- What is the dominant culture type at Sarhad University in terms of both current and preferred situations?

Problem Statement

Every organization or institution comprises of a certain number of employees who work on a given set of duties keeping in mind that organization or institution's values, beliefs, customs, traditions, knowledge and skills, to run that institution smoothly and efficiently. These described values and beliefs are part of what is collectively known as Organizational Culture and this research study attempts at determining the organizational culture of Sarhad University of Sciences and Technology, Peshawar, in the light of OCAI framework, to examine its nature of working in a specific way.

Research Question

This research intends to address the following questions, based on the objectives and problem statement of the study, that are:

- What is the overall organization culture of Sarhad University of Science & Information Technology?
- Using OCAI framework, how the prevailing organizational culture of the said institution can be determined?

Significance of the Study

The significance of the current study is based on both in the short and long term gains of the study. This study can be deemed instrumental in the future studies by the management scholars so that it can help identify a similar gap of knowledge in a similar scenario. Along with that, this study can also be proved beneficial in determining several shortcomings in the management of an organization as well as several of the pros so that organizational issues of the said institution can be studied and rectified systematically.

Scope of Study

This research study is aimed at studying and assessing the prevailing

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organizational culture of Sarhad University of Science & Information Technology, Peshawar, in the light of OCAI framework so that the management and working of all the departments, including faculty, can be studied systematically and determine the best out of it, side by side paving way for similar future studies.

Literature Review

Organization Culture

Culture, according to the Cambridge dictionary, is described as a group of people's way of life, particularly their overall practices and beliefs, during a specific time. Culture is a set of traits that distinguishes one institution from another (Forehand & Von Haller, 1964). In step with Hofstede (1984), the collective thinking of minds that distinguishes members of one group from those of another is referred to as culture. According to D. L. Muhammad et al. (2023) culture refers to a broadly defined area of societal beliefs, practices, and values. In other words, we are able to recognize that culture is the accumulation of information, explanations, values, beliefs, communication, and actions of enormous group of individuals, at the identical time and same place. Despite the fact that different definitions of organizational culture exist, organizational experts generally agree that it refers to a group's common meanings, assumptions, beliefs, and understandings. According to Deshpande and Webster Jr (1989) a culture of organization is a set of common values and beliefs that helps people understand how organizations work and as a result, they have norms for behavior within the organization. The values, beliefs, assumptions, and conventions that shape organizational procedures and actions are referred to as organizational culture, as defined by these characteristics. To put it another way, when groups grow through time, they confront two major challenges: integrating people into a cohesive whole and efficiently adjusting to the external environment in order to live. As communities work to solve issues over time, they participate in a quiet collective learning process that results in the set of shared assumptions and ideas that we refer to as "culture". Likewise, Schein (2010) described culture of organization as "a set of shared underlying beliefs discovered by the group as a result of overcoming its difficulties of outward adaptation and internal integration and it has proven to be valid enough to be taught to new members as the proper way to view, think, and feel about those issues. Another definition is as these are the values, dominant leadership styles, symbols and language, routines and procedures, and other success criteria that distinguish a firm are all reflected in OC (Cameron & Quinn, 2011).

Despite the fact that several researches have been conducted in the subject of organizational culture, there is no consensus on a single definition because multiple perspectives on the concept exist. The national culture, which invisibly surrounds many behaviors inside the organization since it describes individual

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values and beliefs and monitors how the organization's operations are carried out, is at the foundation of organizational culture (Peretz & Fried, 2012). Organizational culture is a broad and nebulous notion that encompasses the shared values, beliefs, practices, traditions, knowledge, skills, and symbols among the people of an organization. Also, Chatman and Jehn (1994) stated that organizational culture is an asset of widely shared and strongly held values. Becker et al. (2012) defined organizational culture because the personality of a company, a pattern of shared basic assumptions-values, beliefs and codes of practice that emerged in a company to realize its mission and to unravel its problems. Values, codes of conduct, team awareness, working style, sense of belonging, and so on are all examples of culture that can be implicitly or explicitly embedded in group consciousness. Individual behavioral expressions and modes of thought are also included in consciousness (Meng et al., 2016). Organizational culture, according to Thokozani and Maseko (2017), is defined as a company's orientation toward its internal stakeholders, which constitutes the key rules that guide employees' behaviors, produced and disseminated within an organization. Organizational culture is formed by combining more "superficial" features such as patterns of behavior and visible symbols and ceremonies with more deeply entrenched and underlying values, assumptions, and beliefs. (Mitchell & Boyle, 2015). Schein (1990) suggested that corporate culture may be broken down into three categories: assumptions, artefacts, and values. This is frequently due to the fact that it has a significant impact on several elements of organizational behavior. Although there's no agreement within the literature concerning organizational culture, one authority argued that there is barely one consensus which is that the proven fact that organizational culture has both tangible and nontangible aspects (Muhammad et al., 2021).

According to Schein (2010), perhaps the most fascinating part of culture as an idea is that it leads us to events that are tremendous in their impact but unnoticed and, to a significant extent, unconscious to people. Organizational culture, as expressed in members' beliefs and assumptions, attitudes, behaviors, and values, can provide a competitive edge for a company (Hall, 1992). Because it molds organizational processes, combines organizational capabilities into a coherent whole, and provides answers to the organization's problems, it either hinders or facilitates the accomplishment of the organization's goals (Yilmaz, 2017). An organization's culture is reflected within the actions and behavior of staff. It is a corporation's common social knowledge about the foundations, norms, and values that shape its employees' attitudes and behaviors (Colquitt et al., 2013). This definition highlights three critical points. First, employees learn and realize OC through their interactions. Second, it illustrates the principles, norms, and values within a company. Third, through a system of employee controls, it builds

and reinforces specific employee attitudes.

Due to its contribution to organizational performance, scholars and researchers began to pay more attention to the idea of OC in the 1980s (Nikpour, 2017; Ouchi, 1981). Several scientific investigations have found a link between organizational efficiency and certain aspects of organizational culture. Authors like (Berson et al., 2008; D. R. Denison, 1990) claimed that culture may impact various organizational characteristics such as quality, commitment, performance, productivity and behavior. In addition, the cultural profile may be used to determine which leadership styles are most appreciated, which behaviors are likely to be recognized and rewarded, and which management approaches are favored (Cameron & Quinn, 2005). Furthermore, shared values aid businesses in anticipating employees' reactions to the implementation of a certain job, process, or strategy, allowing them to prevent unintended effects (Hofstede, 2011). The organization's culture is highlighted in order to bring out all of the organization's significant components. Given that organizational culture is the result of the spread of complex social phenomena, it's not unexpected that students have recognized corporate culture as a multi-layered construct that may be split into layers based on the observability and accessibility of these phenomena. It's difficult to sum up corporate culture in a few lines. When considering organizational culture definitions, it is possible to conclude that shared assumptions and their integration are at the center of all definitions.

Organizational Culture at University Level

Organizational the culture of an organization may be a cause of both failure and success (Schmiedel et al., 2013). As a result, it's important to understand an organization's culture type since organizational performance is determined by how well the culture meets the demands of the competitive environment. In other words, higher educational institutions such as universities have been under a lot of pressure in the previous 20 years to adapt to fast economic, social, technical, and political changes in their environment. One explanation for this constant and cumulative pressure is the international economy's unparalleled development and technical forces, as well as the changing environment's complexity and socio-political competitiveness (Cohen, 2001). Another justification is the rapid rise of globalization and international competitiveness. Academic reform might result from the creation of shared markets as well as the movement of scholars and academic personnel (Sporn, 1999). The technocratic order is the primary cause for what Aleksander (2017) entails. He quickly outlines the idea that the traditional manner of universities is being supplanted by economic needs, resulting in the university becoming a place reserved solely for the elites.

In this competitive environment, scholars have concentrated on university culture

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in order to be ready to establish successful, productive, and innovative organizations. Kobylarek (2019) and (L. Muhammad et al., 2023) discovered that a good university culture must take into account the changing worlds of science, culture, and communication technology. Furthermore, like a living creature, colleges must adapt to generate unique chemistry in order to bring all stakeholders together (Simplicio, 2012). Furthermore, university culture is used as a descriptive tool to link growth and success (Beytekin et al., 2010). At the university level, Tierney (1988) said that understanding the linked web between various participants, as well as the resulting structure, norms, and laws, results in organizational culture. At the university level, the culture discussed the values, attitudes, and beliefs held by university stakeholders (managers, faculty, students, board members, and support staff) at a given time and location, which influenced their behavior. Values, beliefs, and assumptions are used to lead people. It's a narrative, business jargon, and social standards-based conceptual technique (Cameron et al., 1991; Kezar & Eckel, 2002). Universities are people-oriented institutions having internal (academic staff, students) and external (local community, political activists, quality assurance agencies, and the press) stakeholders. Making distinct services and standards for each activity becomes a must. Furthermore, the educational and administrative employees have diverse areas of expertise. As a result, figuring out how to rule and manage the institution becomes more difficult. Due to the involvement and differing interests of educational and administrative personnel. The environment is exposed to universities. Changes in external factors (political, economic, social, and technical) also have an impact on universities, requiring them to organize their activities strategically (Bartell, 2003).

Universities, unlike most professional organizations, are complex entities with distinct characteristics that respond to a variety of environmental imperatives (Deal & Kennedy, 1983). Many factors will be considered while evaluating the university's culture. Becher (1989) , for example, looked at academic tribes and cultures and developed a theoretical framework for four different data kinds (cumulative, holistic, purposive, and functioning). Globalization, according to him, had an impact on universities. Fjortoft and Smart (1994) distinguishes between dynamism and externalism in organizational culture, implying that universities prefer dynamic or stable cultures, as well as external or internal orientation. Clans, bureaucracy, and markets are the three components of Ouchi (1981) organizational culture typology. These cultural forms functioned as alternative "governing models." They reflect distinct and distinct techniques for controlling or influencing individual behavior. Sporn (1999) looked at two aspects of organizational culture: strong and weak. Strong university culture is defined by shared values and strong norms, whereas poor university culture is defined by

disagreement over the majority of values and the absence of standards. In step with Schein (2010), the duration of a group's shared experience and the homogeneity of its members determine the robustness of its culture. Cameron and Quinn (2011) looked into the cultural dynamics that exist within organizations. They stated that organizational performance is more dependent on the type of organizational culture (clan, adhocracy, market, hierarchy) rather than organizational congruence and strength. As a result, the first and most logical step in molding universities' complex cultures is to recognize that they are a holistic organism with internal and external stakeholders (Vasyakin et al., 2016).

Cameron and Quinn's Model of Organizational Culture

The organizational culture serves as a guide to adapting to external and internal situations, as well as a tool to strengthen management, improve functioning, and build strategies (Lacatus, 2013), according to a large number of scholars (Deal & Kennedy, 1983; Handy, 1993; Hofstede, 2011) to examine and measure it, have presented different survey models. Among them are Cameron and Quinn's "Competing Values Framework" model (CVF) may be a powerful and relevant tool for elucidating organizational culture. CVF may be a matrix of 4 competing values that are in accordance with four varieties of organizational culture. Cameron and Quinn created the Organizational Culture Assessment Instrument (OCAI) in 2006 to use a questionnaire to measure organizational culture. OCAI could be a questionnaire instrument of Competing Values Framework (CVF). Despite the fact that organizations share a variety of values, the multidimensional CVF aims to overcome the limitations of previous studies that addressed organizational culture as a single-dimensional phenomenon. The CVF is a complete framework that, contrary to popular belief, does not attempt to characterize cultures in terms of a single factor. CVF was originally created as a criterion for the effectiveness of the organization consisting of two major dimensions and 4 main clusters. Four quadrants are formed by these dimensions, each representing a different culture type: clan, hierarchy, adhocracy, and market. In contrast to the horizontal dimension, which refers to cultures with an emphasis on internal positioning, integration, short-term orientation, and smoothing activities on the left, the vertical dimension refers to cultures characterized by flexibility, discretion, individuality, and creativity. The models appear to conceal four distinct scopes, but they will be intricately linked. Individuals' hidden beliefs, assumptions, orientations, programs, and policies of a corporation are all defined by the four culture types inside the framework (Beytekin et al., 2010).

The Collaborate / Clan Culture

This is a pleasant working atmosphere. There is a lot of common ground among the participants, and it seems like a big family. The leaders are seen as mentors, if not father figures. The company places a high priority on loyalty and heritage.

There is a significant deal of participation. They place a high value on long-term human resource development. Success is measured in terms of meeting the requirements of clients and caring for individuals. The company encourages collaboration, involvement, and consensus.

The Create / Adhocracy Culture

A vibrant, enterprising, and innovative environment in which to operate. Both employees and executives are regarded as risk-takers and innovators. They both believe in experimenting and innovating. The importance of being prominent is highlighted. The long-term objective is to expand and develop new opportunities. New product or service availability is regarded as a success. Individual initiative and flexibility are valued by the organization.

The Compete / Market Culture

It is a results-oriented work environment where achieving goals, meeting deadlines, and completing tasks are valued. Individuals are driven by a desire to obtain a particular objective. Leaders are known for being hard drivers, creators, and competitors. They could be demanding and expect high prospects. The focus on winning helps to keep the organization intact. The most crucial aspects are accomplishment and reputation. The longstanding focus is on rival competing actions and achieving objectives. The definitions of success are market dominance, fulfilling your objectives, and having excellent metrics. It is important to be a market leader and have competitive prices. Competition is at the heart of the organizational style.

The Control / Hierarchical Culture

It is a highly structured and formalized work environment. People's actions are guided by procedures. Coordination and organization that is based on efficiency is something that leaders take pride in. Keeping the organization functioning smoothly is most crucial. The organization is kept together by formal policies and rules. Consistency and performance, as well as effective and seamless task performance, are also long-term objectives. Success is defined by consistent delivery, ongoing planning, and reasonable costs. Workforce management must ensure consistency and predictability.

Research Methodology

This study is descriptive and quantitative in nature. To gain a greater insight about the organizational culture type in Sarhad University, a survey method approach to collect data is adopted. The sample included various participants among the faculty members of the departments from Sarhad University of Science and Technology, Peshawar. This research study relied on primary sources to meet its aims.

The target population selected for this research study is the faculty of the Sarhad University Peshawar. Using a convenience sampling method employed for the

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study. A total of 155 faculty members from different departments of Sarhad University participated in the study. This enables it to be possible to address the research questions and achieve the objectives of this research. In this study, Organizational Culture Assessment Instrument (OCAI) developed by Quinn and Cameron based on the Competing Values Framework (CVF) was used to diagnose organizational culture of Sarhad University. The scale has six essential dimensions and contains 24 items in the questionnaire. These are the 6 dimensions: dominant characteristics, organizational leadership, and management of employees, organizational glue, strategic emphases, and criteria for success. There are four options in each dimension (A, B, C, and D) that refer to clan, adhocracy, market, and hierarchy culture types respectively. Respondents are supposed to assign a score to each of the components and split 100 points between these four options for each cultural aspect to determine their present or preferred organizational culture type.

Analysis of Results

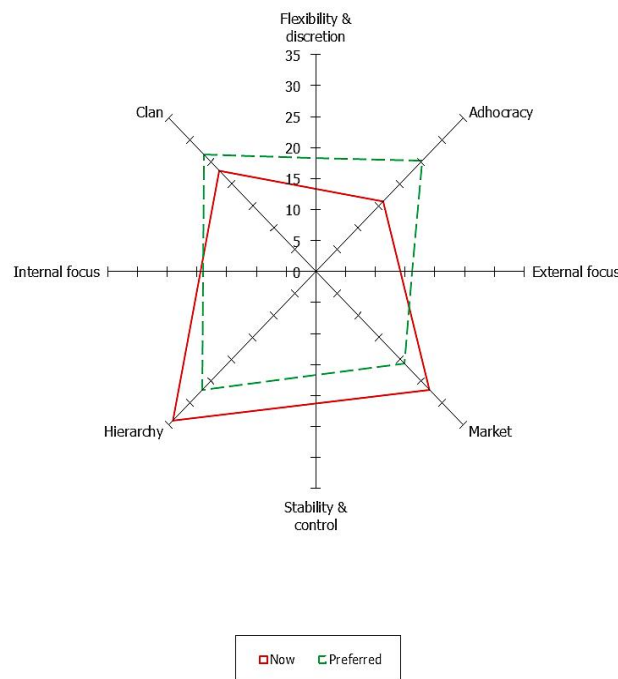


Figure 1: Organizational Culture Profile of Sarhad University of Science & IT

Table 1: Culture Profile Values

Culture Type	N	Mean	Rank
A(Now)	155	23	3(a)
B(Now)	155	16	4(a)
C(Now)	155	27	2(a)
D(Now)	155	34	1(a)
A(Preferred)	155	27	1(b)

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B(Preferred)	155	25	2(b)
C(Preferred)	155	21	3(b)
D(Preferred)	155	27	1(b)

Above is the profile of Sarhad University (155 participants). The Competing Values Framework's 4 cultural types are blended into the cultural profile. The current (now) culture is represented by the red lines, while the preferred culture is represented by the green lines. From this the following conclusions can be drawn:

The Dominant Culture

The quantity of points assigned to each culture type determines the strength of the culture. The dominating culture type is indicated by a higher score. Robust cultures are associated with uniformity of efforts, a defined sense of purpose, an explicit environment, and high-quality services, according to research.

The degree to which an organization requires a dominant, homogeneous culture (rather than a diverse mix of cultural types) is frequently determined by the surrounding environment: How adaptable must an organization be in order to effectively respond? Generally, if a type of culture is extremely dominant, alterations may require significant effort.

- The prevailing culture, in this context, hierarchy culture (34 points), is defined by structure, protocols, reliability, and predictability.
- Market culture (27 points) comes in second, with performance, output, objectives and goals, and competitions.
- Third, Clan culture (23 points) is a highly pleasant workplace where individuals share a lot of oneself and there is a high level of devotion.
- The adhocracy culture (16 points) is also present: a vibrant, innovative, and dynamic workplace.
- Conclusion: There appears to be a mash-up of cultures, with a clear importance on planning and procedures.
- In the current circumstances, hierarchy culture reigns supreme, with market, clan, and adhocracy culture following closely behind.

Discrepancy between Now & Preferred Culture

Analyze the gap between both the existing and future cultures. The present culture is represented by red, whereas the desired culture is represented by green. Respondents were asked to distribute 100 points into 4 cultural types. Therefore, if they assign fewer points to one culture, another culture must receive more. When compared to a Likert-scale from 1 to 5, the shift from present to desired cultural types is less significant with this method of assessment.

Gaps of more than ten points are particularly contentious and should prompt immediate action. Smaller alterations are equally important to consider because they can have a big impact.

- The main difference is in adhocracy culture, which has increased by 9.23

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points, which require robust attention. Next, hierarchy culture (which has dropped 6.98 points) and market culture (which has dropped 5.99 points) demand more focus. Clan culture scores 3.71 points higher.

- In the desired state, hierarchy culture reigns supreme, with clan, adhocracy, and market culture following closely behind.
- In either of the types of culture, the difference between the existing and desirable scenario does not surpass 10 points. There is no compelling reason to establish a new cultural blend.

Cultural Congruence

Consistency across the six cultural dimensions implies that style of leadership, incentives, employee management, strategy, and organizational features are all founded on the same system of values and are identical.

Successful organizations, according to research, frequently have a consistent culture. They have less disputes and inconsistencies. In most cases, cultural inconsistency frequently sparks awareness of the need for shift. Inconsistency takes a while and arguments to resolve; it results in disagreements on goals, values, perspectives, and techniques.

Finally, after carefully examining all six dimensions, we can conclude that the current workplace culture is fairly consistent. The prevailing cultural type in most dimensions is (3) hierarchy culture.

Discussion and Conclusion

To begin, it is useful to determine the prevailing type of organizational culture at Sarhad University based on academic staff assessments. Second, the findings can provide information about how to be productive. Identifying the predominant cultural type at a university might help you to gain a better understanding of how to become more creative, efficient, and successful. Finally, by determining the kind of organizational culture, issues could be diagnosed as well as to create and construct improved solutions and structures that have the potential to influence cultures.

The present study would be the first empirical investigation to explore the organizational culture of Sarhad University using OCAI. This research is a leap toward determining how university academic staff perceive their university's cultural aspects and what features are obvious or not. These findings may serve as a basis for generating guidelines for shaping Sarhad University's organizational culture.

Each society does have its own culture; as a result, organizations operating in that society might share some values with surrounding societies, where selecting a culture that is acceptable depending on the external environment is an impossible task for organizations. In the twenty-first century, early research about culture was used to describe the culture of institutions, and this concept has evolved into

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an organization's tie culture with success and improvement. Organizations should establish a culture that helps them achieve their goals by understanding their culture's strengths and weaknesses. This will help them develop values that are aligned with their strategic plan, because one of the aspects that explains how well an organization performs is its organizational culture.

The findings of this study show that academic faculty at Sarhad University regard hierarchy culture as a dominant culture. Currently, in universities where internationalization of higher education is becoming more prominent, decision-makers can evaluate other advanced participatory management aspects suitable for higher education administration. All academic faculty can be educated on various organizational culture types as well as modern organizational change models, as well as initiatives to carry out actions aimed at boosting awareness. It is important to increase academic staff awareness through these studies, particularly those in positions of authority, that organizational culture is a crucial element that influences service quality through influencing characteristics such as organizational efficiency, effectiveness, and performance.

In this research, the CVF model is used. It can really be introduced to professors and university officials. Informative seminars on the benefits and attributes of each of the various forms of organizational culture described in this organizational culture framework can be organized. This framework suggests that, besides educating faculty members about the type of culture that is regarded to be prominent at the university, the faculty can also be briefed about the benefits and drawbacks of the university's less well-known cultural types. Similarly, new academic members can be taught about the current organizational culture and, in the aspect of organizational culture, a modern environment of development and innovation can be made available by considering their viewpoints into account. Furthermore, officials at universities can increase their ability to make decisions by evaluating the alignment of the organization's aims and goals with its present organizational culture.

In conclusion, based on the opinions of academic staff, this study can give a better understanding of Sarhad University's current organizational culture and analyze the strengths and limitations of a university's organizational culture and enhance the quality by focusing on innovation. The research findings also suggest that the Sarhad University needs to strengthen the advantages of other culture types while reducing the disadvantages of its hierarchy culture. Cultural shift is a difficult process that requires persuading academics and employees to gradually adopt a better one.

Recommendations

However, it is recommended that for future researches in the domain of organization cultures of institutions, random sampling method of data collection

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ought to be used in order to yield a high probability result of the survey or questionnaires, benefiting the overall analysis of the study. Furthermore, a majority or a large fraction of the university's faculty members can be surveyed. The survey can also include students as well as administrative employees, and the outcomes of the study can be extrapolated. The factors behind hierarchy culture's dominance as the most prevalent organizational culture type at university can be investigated further.

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