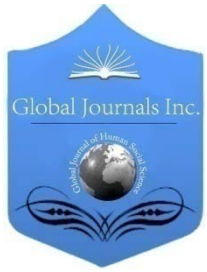
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Exploring Institutional Culture (Existing and Preferred) at Private University: In Case of Admas University

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Abstract- The objective of this study is to explore intuitional culture of private higher institutions in case of Admas University. This research had a hybrid design of both qualitative and quantitative type to fully address the stated objectives and secure the validity and reliability of the finding and it is mainly descriptive research design type. Stratified sampling technique was instrumental to select sample respondents to fill the questionnaire. The whole study populations have been classified into three groups (management, employee and student). Out of which, 11 instructors in the employee category, 5 managers from department heads and administrative staffs and 14 students were selected through random sampling method. Besides, the researcher has implemented convenient sampling method to get the opinion and response of the 4 instructors and 5 students in the informal interview session. Spiraling merits and amplifying remedies for weaknesses is the key to walk in success track. As the current state of organizational culture reveals, it's possible to say that AUC has a culture which is not perceived equally in a similar fashion by all members of the college. Besides, the paradoxical views of individuals particularly that of employees and management indicate the possible misunderstanding and disparity exist in the overall organizational culture of the college. This might in return has a negative effect on the performance and productivity of employees.

Keywords: *organizational culture, strategy, existing culture, preferred culture.*

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Exploring Institutional Culture (Existing and Preferred) at Private University: In Case of Admas University

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Abstract- The objective of this study is to explore intuitional culture of private higher institutions in case of Admas University. This research had a hybrid design of both qualitative and quantitative type to fully address the stated objectives and secure the validity and reliability of the finding and it is mainly descriptive research design type. Stratified sampling technique was instrumental to select sample respondents to fill the questionnaire. The whole study populations have been classified into three groups (management, employee and student). Out of which, 11 instructors in the employee category, 5 managers from department heads and administrative staffs and 14 students were selected through random sampling method. Besides, the researcher has implemented convenient sampling method to get the opinion and response of the 4 instructors and 5 students in the informal interview session. Spiraling merits and amplifying remedies for weaknesses is the key to walk in success track. As the current state of organizational culture reveals, it's possible to say that AUC has a culture which is not perceived equally in a similar fashion by all members of the college. Besides, the paradoxical views of individuals particularly that of employees and management indicate the possible misunderstanding and disparity exist in the overall organizational culture of the college. This might in return has a negative effect on the performance and productivity of employees. Given the current situation, the college has to: invest much time and effort on providing awareness creation and information exchange sessions for all members of the college on culture and related matters; striving to create conducive work environment and relationship among members in the college might reduce the information gap exist between them and the antagonistic view held particularly by employees on managers.

Keywords: organizational culture, strategy, existing culture, preferred culture.

I. Introduction

Successful company in the current environment is company that has open culture to use wide opportunity created due to technology change, social lifestyle or force from competing company with new idea, new creativity and innovation. One of the competing tools available for organizations in these regard is their organization culture. The central issue associated with organizational culture is its linkage with organizational performance. The driving and winning management culture takes calculated risk by changing organization development dimensions by tangling among environment and customer. Assessing organizational culture perpetually and come across with sound strategies as per the prevailing environmental conditions is a focus of today's organizations including those in the academic sector.

Organization culture might have different faces among individuals found in the entity. Careful analysis of dominant culture is apparent for having smooth work environment. In these regard researcher made a novice assessment on AU organizational culture and forward possible interpretation on the collected facts.

II. Statement of the Problem

A problem usually implies unanswered question in the researcher mind or controversy or difference of opinion exists (Best, 2003). Every instructors in privately owned education institutions raised different questions in association with their organization culture and climate.

The prevalence of integrated, transparent and career oriented personnel management system (hiring, training, educating, apprising, promoting retiring and firing), allocation of benefits and procedures used to allocate this benefits, leadership orientation as well as quality of relationship, staff stability and commitment, supervision pattern and practices are under question to keep staff welfare and stability. It is impossible to discharge instructional responsibility within ill organization culture, polluted climate and unfair autocratic leadership style. In relation to this, several studies have found that work place (organization climate) and culture influences the general life satisfaction and this can act as an important influential factor for teacher's psychological health and quality of education (Moreno, 1950).

Management style, organization culture and employee attitude may be the flesh of organizations, therefore a general improvement to the climate or relationship and attitudes is sought to achieve a broadening of employee commitment and production quality trained and oriented individuals (Shannon, 1995).

In general, educational institutions with weak organizational culture might be characterized by the

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following unhealthy factors, low degree of thrust, sprit and high disengagement, leaders are not genuine in their behavior, support and consideration is to lead are by instinct(not providing proper blend of structure and direction by being example), production emphasized close supervision, rules and regulation are characterized by aloofness or favoritism, high turnover tension, lack of job security, lack of higher objective held as value by individual to illicit and to motivate individual in essence belongingness, institutional need is prioritized rather than keeping balance between individual and organization, and finally there is no direction set for individual future career orientation.

These explicit problems may raise a researchable cause effect relationship which would lend themselves for further study and to test variables. To put in nutshell ill leadership behavior, high turnover tension, instructors negative assumptions to their institutions, non egalitarianism or aloofness in rules and regulation or benefit allocation lack of structured career orientation, production oriented close supervision and lack of commitment by the staff to the task at hand are the basic disorders of poor organization culture.

Given these facts, it is reasonable to assess the current cultural typology of AU and check the type of culture dominantly exists in actual and preferred situation. To undergone the study in significant concern and to give directions to the research process then the following declarative statements clarified and basic questions were designed to see the state of organization culture at Admas University.

1. Which type of organizational culture does currently persist in Admass University?
2. How managers, employees and students label the present Admass University organizational culture?
3. What will be the preferred organizational culture for member of the university found at management, employee and student level?
4. What sort of informal values and norms held by managers, employees and students?

The above four comprehensive basic questions will give clear direction and destiny for the study and are to be tested as variable in the consecutive chapters.

III. Review of Related Literature

a) Organizational Culture Profile

i. *The Clan Culture*

A very friendly place to work where people share a lot of themselves. It is like an extended family. The leaders or the heads of the organization are considered to be mentors and perhaps even parent figures. The organization is held together by loyalty or tradition. Commitment is high. The organization emphasizes the long term benefit of human resources development and attaches great importance to cohesion and moral. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation and consensus.

ii. *The Adhocracy Culture*

The dynamic, entrepreneurial and creative place to work. People stick their necks out and take risks. The leaders are considered innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being on the leading edge. The organization's long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is important. The organization encourages individuals' initiatives and freedom.

iii. *The Market Culture*

A result-oriented organization whose major concern is with getting the job done. People are competitive and goal-oriented. The leaders are hard drivers, producers and competitors. There are tough and demanding. The flue that holds the organization together is an emphasis on wining. Reputation and success are common concerns. The long term focus is on competitive actions and achievements of measurable goals and targets. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important. The organization style is hard-driving competitiveness.

iv. *The Hierarchy Culture*

A very formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being food coordinators and organizers who are efficiency-minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The long-term concern is on stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth scheduling, and low cost. The management of employees is concerned with secure employment and predictability.

IV. Research Design and Methodology

So as to make the research comprehensive and forward valid and reliable information to final readers, the researcher were used the following instruments, design options and procedures.

a) *Research Design*

This research had a hybrid design of both qualitative and quantitative type to fully address the stated objectives and secure the validity and reliability of the findings. Since the study is aimed at assessing culture of AU, it is mainly ***descriptive*** research design type.

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b) Participants of the Study

Since the study has aimed at evaluating the culture of AU, the study population comprised of those branches found throughout Addis Ababa. To make the research manageable and achieve the desired result, 1 campus of the total 3 study population has been selected as a sample through simple random sampling technique. Here the assumption is that all campuses have almost similar type of culture, hence simple random sampling method will be the appropriate tool in order for the study populations to have equal chance of being selected as a sample. The researcher used stratified sampling technique to select sample respondents to fill the questionnaire. Since the university college has 50 instructors, 12 department heads, 20 administrative workers with more than 380 students in the three campuses found in Addis Ababa it is not quite productive to use other probability sampling tools. Thus the whole study populations have been classified into three groups (management, employee and student). Out of which, 11 instructors in the employee category, 5 managers from department heads and administrative staffs and 14 students were selected through random sampling method.

Besides, the researcher were implemented convenient sampling method to get the opinion and response of the 4 instructors and 5 students in the informal interview session.

V. Data Gathering Tools

To increase the reliability of the research finding, the researcher were used informal interview, observation, questionnaire and document analysis data gathering instruments. The major instrument used in the study was the Cameron/Quinn, organizational culture assessment tool. The researcher chose this instrument since it has been provided with questions under six organization cultural dimensions which in return can make the analysis rich. Besides it's a tool with sound analytical method to clearly classify certain organizations culture in one of the dominant types.

The strategic document of the college has also been used to evaluate the formal culture exist in the situations. Informal interview with four instructors and five students has been conducted to have the required information regarding the current and preferred organizational culture. The interview questions are semi structured to raise relevant side issues on culture matters. Generally, the interview output has been used to triangulate the results found from other sources and checks the informal culture found in the college. The observation made on the interactions among employees and the work environment of the college also used to add something on the validity of this mini research.

V. Data Analysis and Presentation

To come across suitable presentation of information and valid generalization of the findings, the researcher were used both qualitative and quantitative mechanisms of data analysis.

a) Quantitative Data Analysis and Presentation

Regarding the quantitative methods, the researcher were employed both descriptive and inferential statistical tools to analyze and present numerical data. Regarding the descriptive type, frequency distribution, mean and standard deviation value of figures were appropriate tools of presentation. Meanwhile, to see the collective difference in means of management, employee and student variables one way ANOVA with 5% level of significance has been used. The test is appropriate since the researcher has made analysis on the difference of mean values found in those three categories.

In assessing the reliability of scales used in the questionnaire a coefficient of internal consistency was calculated using Cronbach's alpha methodology. The results for the statements contained in the Organizational Culture Assessment Instrument for both current and preferred situations are shown in Table 1.

Table 1 : Coefficients of Internal Consistency Using Crombach's Alpha Methodology

Culture Type	Reliability Coefficients for Current Situation	Reliability Coefficients for Preferred Situation
Clan	0.95	0.79
Adhocracy	0.92	0.53
Market	0.88	0.81
Hierarchy	0.93	0.85

b) Qualitative Data Analysis and Presentation

Likewise, the researchers have used qualitative data analysis tool for those information collected via interview, and observation. To discover patterns, ideas and explanations, three step analysis processes has been employed.

Data organization and summary: collected data were categorized into workable units like norm, values, and attitudes. Besides, the researchers comment and interpretation on what was collected directly from study participants was part of the data organization part of the analysis phase to further extend thematically explanation of data.

Data interpretation: the researcher will take a close look on variables and relationships of categories via the summarized information to grasp generalizable fact in relation with the quantitative information. The researchers summarized what has been said and

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interpreted what it means. Subsuming, combining, and creating new categories of information to come across logically sensible findings were the efforts being made at this phase of qualitative data analysis.

Generally, the collected and analyzed information via different tools have been presented by using of tables and text. The *triangulation* of facts from different sources (especially of qualitative and quantitative) has also been carefully checked to maintain the reliability of the paper and produce concrete result.

VI. Presentation and Analysis of Data

a) Characteristics of Respondents

As it has been clearly stated in the methodology part of the paper, the team has distributed and successfully collected 30 questionnaires for students, management and instructors of the college to have adequate information regarding its cultural typology. Below are the demographic characteristics of the respondents in terms of working position, year of service, academic rank, working status, sex and marital status. Since the sample size is less that hundred, the team has opted to put figures in number than using percentages and the like.

Table 2 : Sex and working level of respondents

		sex of respondents		
		Female	Male	Total
		Count	Count	Count
The working level of respondents	Management	2	3	5
	Employee	5	6	11
	Student	8	6	14
	Total	15	15	30

As the table shows, 5 respondents from the college management, 11 from employees, particularly from instructors and 14 from students were selected to fill the questionnaire. Out of which, 8 students, 5 employees, and 2 management personnel are females and the rest participants in both three categories were male respondents. This shows that the study was more or less considerate of both sex categories from the three work level clusters.

VII. Culture Assessment –Current Situation

The current cultural typology of Admass University gazes as multifaceted and seems has different interpretation among those theoretically poles apart members of the college. As the following table summarizes the information gained via Cameron/Quinn culture assessment tool in detail, those individuals working at different levels have different view on the current culture exist in the college

Table 5 : The current dominant cultural type among different work levels at AU

Culture type	Working level	Mean	Std. dev	Df	F	Sig
Clan	Management	16.67	5.70	4	1.519	0.229
	Employee	9.03	4.07	10	0.387	0.855
	Student	26.73	4.07	13	0.480	0.790
	TOTAL	18.56	9.23	29	1.864	0.104
Adhocracy	Management	42.33	7.69	4	0.883	0.511
	Employee	15.52	9.56	10	1.112	0.366
	Student	15.77	4.68	13	2.052	0.363
	TOTAL	20.11	12.48	29	1.099	0.139
Market	Management	20.00	4.92	4	2.601	0.057
	Employee	28.79	8.12	10	0.738	0.599
	Student	38.87	5.12	13	0.809	0.547
	TOTAL	32.03	9.59	29	1.004	0.418
Hierarchy	Management	21.00	6.71	4	0.991	0.448
	Employee	46.89	11.79	10	0.206	0.958
	Student	18.56	6.12	13	1.519	0.196
	TOTAL	29.36	16.07	29	0.754	0.584

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As the table depicts, the highest mean (26.73) has been obtained in the clan culture type is from students category. The management group relatively scored higher mean (16.67) than employees (9.03) in this culture category. Totally 18.56 mean value with 29 (n-1) degree of freedom has been gripped from the analysis. The respective F values could also shows that the difference in mean of the three participant group is not merely by chance since it is far less and greater than 1.00.

Unlike to the clan one, different pool of values could be found in adhocracy culture typology. The highest mean (42.33) in this class was gained at management level. Contrary the other two list mean values i.e. 15.52 and 15.77 were achieved at employee and students category respectively. To this effect, a mean of 20.11 have been scored with 1.099 F value and 0.139 probability level.

Students mainly opt for the third category, market, to characterize the current dominant culture of the university. 38.87 were the mean value of their response while the other two groups also gave relatively higher rank for this culture type with 28.79 and 20.00 mean values in employee and management categories respectively. Such immense values made the total figure to be 32.03 with 1.004 F value and 0.418 probability level.

The last culture type, hierarchy, has also been ranked differently as a dominant type in the current AU working environment. Particularly employees' response had a mean value of 46.89, which is much higher than the previous figures scored at different culture types. Management level holders have also rated their culture under hierarchical category but at lesser mean value (21.00) than the prior ones. A mean value of 18.56 has also gained from students in this culture type. When we take a look on the total figure, 29.36 mean value under 29 degree of freedom with 0.754 F value and 0.584 probability level were obtained in hierarchical culture type.

However, in both four culture types, the respective Sig. values are greater than the critical value (α) stated by the researchers, which is 0.05. Similarly the corresponding F values have been bouncing in between 0 and 2 but none of them foot on 1.00 and getting large enough either.

In the current AU situation, the highest F-value (2.601) with the corresponding probability level of 0.057 was scored at market culture type under management working level. Though it is not as such significant, the figures would indicate the existing significant difference in perception of the university culture among different work groups probably due to reasons other than chance. The following table summarizes the dominant culture type presented at different working level in the actual situation of AU.

Table 6 : Summary of current dominant culture type at AU

Working level	n	Mean	Std.dev	Dominant culture type	Df	F	Sig
Management	5	42.33	7.69	Adhocracy	4	0.883	0.511
Employee	11	46.89	11.79	Hierarchical	10	0.206	0.958
Student	14	38.87	5.12	Market	13	0.809	0.547
TOTAL group	30	32.03	9.59	Market	29	1.125	0.350
* $p < .05$	*Note: Mean scores could range from 0 to 100. Representing a percentage out of 100.*						

According to the summary table, adhocracy is currently the dominant culture at the management level of the university. On the other hand, hierarchical is the prominent category which possibly best characterizes the organizational culture of AU from the employee point of view. Contrary, students take the current culture as market type. The cumulative effect of these paradoxical perceptions finally end up with a mean value of 32.03, obtained from both group of respondents, and characterize the current dominant organizational culture of the university as market type.

VIII. Culture Assessment –Preferred Situation

Cameron/Quinn culture assessment tool do not wrap-up on analyzing the current culture type of a given organization. Rather it takes further step to know what is preferred to be there in the future. Since, the researcher were tried to fully functionalize the tool, they have asked their study participants to favor those types that those AU members aspire to see as a persistent and dominant culture in the tomorrows work environment. Accordingly, their response had such a look as it is presented in the following table.

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Table 7 : The preferred dominant cultural type among different work levels at AU

Culture type	Working level	Mean	Std. dev	df	F	Sig
Clan	Management	40.67	6.55	4	1.088	0.397
	Employee	59.65	11.90	10	0.808	0.550
	Student	48.57	8.88	13	1.563	0.183
	TOTAL	51.32	11.94	29	1.955	0.089
Adhocracy	Management	28.17	5.74	4	1.286	0.309
	Employee	27.39	7.92	10	0.389	0.854
	Student	20.64	8.83	13	1.764	0.133
	TOTAL	24.37	8.77	29	1.641	0.153
Market	Management	19.33	4.83	4	2.149	0.101
	Employee	8.88	5.10	10	0.397	0.848
	Student	15.73	5.85	13	1.391	0.239
	TOTAL	13.82	6.78	29	1.031	0.402
Hierarchy	Management	14.83	5.45	4	1.113	0.385
	Employee	4.68	3.60	10	0.300	0.910
	Student	15.65	6.84	13	0.573	0.720
	TOTAL	11.49	7.67	29	0.444	0.817

As the table shows, almost all individuals found at different working level aspire to have clan organizational culture in the future. Above all, the highest mean value (59.65) has been obtained from the employee category. Top mean ranks, i.e. 40.67 and 48.57, have also been driven in both management level and students respectively. In aggregate a mean of 51.32 with 1.955 F value and 0.089 Sig were obtained from the responses of all study participants.

The highest mean values, next to clan, were scored in adhocracy culture type. In this respect 28.17, 27.39, 20.67 mean value figures have been obtained from management, employee and student respondents respectively. A mean of 24.37, in 29 degree of freedom, 1.641 F value and 0.153 sig were a total point gained to magnify adhocracy as a dominant culture in the preferred university situation.

The other two culture types are almost detested and trigged to knock down in the aspired working environment. As indicator, the total mean obtained in the market category is 13.82 and employees' response mean in the same culture type is only about 8.88. Similar patter could also be inferred in hierarchy type with 11.49 a total mean value in the and particularly the least mean figure scored in the employee group, which is 4.68. The mean score obtained from students in both market and hierarchy culture is almost equivalent, that is 15.73 and 15.65 respectively. Regarding the management class, a mean of 19.33 in the market and 14.83 in the hierarchy types were found.

Similarly with the current dominant culture figures of the university, there is no less that 0.05 probability figure obtained from the analysis. It implies that the means do not differ more than would be expected by chance alone and differences between the means are not great enough to allow the researchers to say that they are different. The table below summarizes the dominant culture type preferred to be in AU at those different respondents group.

Table 8 : Summary of preferred dominant culture type at AU

Working level	n	Mean	Std. dev	Dominant culture type	df	F	Sig
Management	5	40.67	6.55	Clan	4	1.088	0.397
Employee	11	59.65	11.90	Clan	10	0.808	0.550
Student	14	48.57	8.88	Clan	13	1.563	0.183
TOTAL group	30	51.32	11.94	Clan	29	1.955	0.089
* $p < .05$	*Note: Mean scores could range from 0 to 100. Representing a percentage out of 100.*						

As it can easily be inferred from the table, clan is the preferred culture type at all groups of respondents. An analysis the highest mean scores also shows, 51.32 have been obtained to show that the dominant culture type in the preferred situation of the university is clan.

IX. Dimensions of Organizational Culture

Unlike to the other tools, six dimensions were analyzed by the Cameron/Quinn organizational culture assessment instrument using the competing values

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framework. These dimensions help researcher classify the cultural typology into factors relevant to contribute for the effectiveness of organizational goal attainment. Here is the analysis based on information found in those cultural poles of AU.

a) Dominant Characteristics

This dimension of organizational culture covers the overall quality and characteristics of working environment. Respondents have rated their work place as a personal, controlled and structured, entre-preneurial, and results oriented type to finally come across the prevailing culture exist in those three levels of employment.

Table 9 : Organizational culture in terms of dominant characteristics

The working level of respondents		Current culture				Preferred			
		Clan	Adhocracy	Market	Hierarchical	Clan	Adhocracy	Market	Hierarchical
MGT	Mean	22.00	40.00	22.00	16.00	37.00	25.00	24.00	20.00
	N	5	5	5	5	5	5	5	5
	Std. Dev	5.701	7.071	2.739	8.216	2.739	5.000	6.519	7.071
	Sum	110	200	110	80	185	125	120	100
EMP	Mean	10.27	15.18	27.27	46.82	57.73	28.18	9.27	4.36
	N	11	11	11	11	11	11	11	11
	Std. Dev	3.977	6.353	6.068	9.293	9.045	6.809	4.221	1.567
	Sum	113	167	300	515	635	310	102	48
STU	Mean	27.57	18.36	38.86	15.21	44.64	26.07	15.36	14.64
	N	14	14	14	14	14	14	14	14
	Std. Dev	3.673	5.597	6.311	5.250	7.196	7.641	6.344	6.344
	Sum	386	257	544	213	625	365	215	205
Total	Mean	20.30	20.80	31.80	26.93	48.17	26.67	14.57	11.77
	N	30	30	30	30	30	30	30	30
	Std. Dev	8.953	10.643	8.942	16.981	10.71	6.865	7.505	7.890
	Sum	609	624	954	808	1445	800	437	353

As the table shows, adhocracy is the dominant current culture with the highest mean value of 40.00 in the management class of respondents. As per employees' response, however, the principal culture exists in terms of AU current organizational characteristics is hierarchical type (with the highest mean score of 46.82). Students on the other hand perceive the actual cultural typology so differently. Accordingly, the collected data reveals the highest mean score of 38.86 in the market type of dominant organizational culture. The cumulative effect of these individuals gave the highest mean rank 32.80 for market type as the present dominant culture type of AU based on its principal organizational characteristics.

On the other hand the analysis result gained in the preferred situation under the dominant characteristics pole of organizational culture cultural mend all class of respondents under one culture type, clan. Accordingly a mean of 37.00, 57.73, and 44.64 were obtained from management, employees and student kind of study participants respectively. In aggregate a mean score of 48.17 were found under clan type of organizational type in the preferred situation.

b) Organizational Leadership

The other dimension of organizational culture is leadership. The following table summarizes the analysis result found from those responses on the innovativeness, aggressive, facilitating, mentoring, efficacy, efficiency and other relevant clones of organizational leadership.

In the current situation, the dominant culture exists among management staffs is adhocracy with a mean value of 41.00. On the other hand employees have inclined to label the current AU organizational culture as hierarchical (a mean value of 47.27). Similarly with dominant characteristics students' response on the leadership quality of the university confer market type of organizational culture with a mean value of 39.21.

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Table 10 : Organizational culture in terms of leadership

The working level of respondents		Current culture				Preferred			
		Clan	Adhocracy	Market	Hierarchical	Clan	Adhocracy	Market	Hierarchical
MGT	Mean	19.00	41.00	18.00	22.00	42.00	28.00	18.00	14.00
	N	5	5	5	5	5	5	5	5
	Std. Dev	7.416	8.944	5.701	7.583	5.701	2.739	2.739	6.519
	Sum	95	205	90	110	210	140	90	70
EMP	Mean	8.64	13.18	31.36	47.27	58.18	28.18	8.91	5.64
	N	11	11	11	11	11	11	11	11
	Std. Dev	3.233	6.030	6.742	6.842	10.55	5.600	4.369	3.931
	Sum	95	145	345	520	640	310	98	62
STU	Mean	27.21	15.57	39.21	17.14	50.21	20.86	14.93	15.43
	N	14	14	14	14	14	14	14	14
	Std. Dev	3.662	3.975	4.406	7.263	8.851	9.380	4.233	6.880
	Sum	381	218	549	240	703	292	209	216
Total	Mean	19.03	18.93	32.80	29.00	51.77	24.73	13.23	11.60
	N	30	30	30	30	30	30	30	30
	Std. Dev	9.514	11.516	9.342	15.833	10.54	8.056	5.296	7.347
	Sum	571	568	984	870	1445	800	437	353

The entire figures finally divert the present organizational culture into market type (32.80 mean score) in the leadership dimension of the organizational culture.

What all members of the university aspire for the coming future is almost similar. Management with 42.00, employees with 58.18, students with 50.21, and totally the whole respondents with 51.77 mean values labeled their preferred organizational culture as clan type in terms of leadership.

c) Management of Employee

According the responses gained, the current and preferred cultural environment of the university has different image in light of the management style of employees like usage of teamwork, driving competitiveness, conformity and the like.

Table 11 : Organizational culture in terms of management of employees

The working level of respondents		Current culture				Preferred			
		Clan	Adhocracy	Market	Hierarchical	Clan	Adhocracy	Market	Hierarchical
MGT	Mean	17.00	39.00	25.00	19.00	37.00	30.00	20.00	13.00
	N	5	5	5	5	5	5	5	5
	Std. Dev	6.708	6.519	6.124	6.519	4.472	6.124	3.536	4.472
	Sum	85	195	125	95	185	150	100	65
EMP	Mean	9.55	16.36	27.73	47.27	58.18	27.73	8.82	4.82
	N	11	11	11	11	11	11	11	11
	Std. Dev	3.560	12.323	8.475	10.090	10.068	5.641	4.400	3.219
	Sum	105	180	305	520	640	305	97	53
STU	Mean	27.43	14.64	39.21	18.57	45.21	21.50	18.64	14.64
	N	14	14	14	14	14	14	14	14
	Std. Dev	2.311	3.586	3.423	5.694	7.886	9.646	6.709	7.459
	Sum	384	205	549	260	633	301	261	205
Total	Mean	19.13	19.33	32.63	29.17	48.60	25.20	15.27	10.77
	N	30	30	30	30	30	30	30	30
	Std. Dev	9.047	12.027	8.676	15.870	11.364	8.418	7.329	7.267
	Sum	574	580	979	875	1458	756	458	323

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Similarly with the above two analysis, the mean effects were also scored in those three clans in management of employees dimensions. As of all groups preferred to have clan organizational culture with the mean of 48.60, the current situation is also dominated by market type with 32.63 mean score. Particularly managers label the present management style as adhocracy (39.00) while employees and students opted to make it hierarchical and market with a mean value of 47.27, and 39.21 respectively. As matter of fact employees are those who score the highest mean (58.18) and the managers 37.00 and students 45.21 score to seek for clan type organizational culture under management of employee organizational cultural dimensions.

d) Organizational Glue

As one dimension, organizational glue is much concerned about factors that hold the organization together. Here loyalty and mutual trust, innovation and development, achievement and goal accomplishment, and the like are the citable ones. The following table summarizes the data obtained in this respect.

Table 12 : Organizational Culture in terms of organizational glue

The working level of respondents		Current culture				Preferred			
		Clan	Adhocracy	Market	Hierarchical	Clan	Adhocracy	Market	Hierarchical
MGT	Mean	13.00	44.00	17.00	24.00	40.00	24.00	22.00	14.00
	N	5	5	5	5	5	5	5	5
	Std. Dev	4.472	6.519	4.472	5.477	6.124	4.183	6.708	5.477
	Sum	65	220	85	120	200	120	110	70
EMP	Mean	8.45	17.45	29.55	44.55	65.45	25.00	7.09	4.27
	N	11	11	11	11	11	11	11	11
	Std. Dev	3.643	5.126	6.876	5.681	14.397	10.000	5.665	4.777
	Sum	93	192	325	490	720	275	78	47
STU	Mean	25.64	17.50	37.00	19.86	49.29	16.71	16.50	17.50
	N	14	14	14	14	14	14	14	14
	Std. Dev	4.568	5.273	5.159	6.815	10.042	7.226	6.981	7.272
	Sum	359	245	518	278	690	234	231	245
Total	Mean	17.23	21.90	30.93	29.60	53.67	20.97	13.97	12.07
	N	30	30	30	30	30	30	30	30
	Std. Dev	9.119	11.333	9.108	13.116	14.698	8.763	8.442	8.582
	Sum	517	657	928	888	1610	629	419	362

In terms of organizational glue, the management group of respondents characterizes their college's culture as adhocracy with a mean value of 44.00. Hierarchical and market type of organizational cultures on the other hand have been also identified as a major cultural typologies with a mean value of 44.55 and 37.00 in the rest employee and students category of respondents respectively. All in all, market type of organizational culture is currently there in AU based on organizational glue dominant characteristics (a mean value of 30.93)

In the preferred environment both groups favor clan type with 40.00, 65.45, and 49.29 mean value in those management, employee and student categories respectively. The aggregate figure is 53.67. Here employees are still with the highest mean score.

e) Strategic Emphasis

The fifth category of dominant organizational characteristics is strategic emphasis. Here the point of concern is for digesting areas where the organization put much emphasis whether it is on human development, acquiring new resources creating new challenges, and/or maintaining permanence and stability. Below is the analysis of AU under those different working levels.

Adhocracy, hierarchical, and market types with 48.00, 49.55, and 40.79 mean values were the dominant current cultures found in management, employees, and students participant of the study. The cumulative highest mean value of 33.53 was obtained and characterizes the current cultural image of the university as market under strategic emphasis cultural dimensions. Clan, as usual, exists in the preferred situation as a dominant culture type for both kinds of respondents. The overall mean values of 44.00, 57.91, and 51.07 were obtained in this regard under clan cultural typology in management, employee, and students responses respectively. The total figure (mean value obtained is) 52.40.

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Table 13 : Organizational Culture in terms of strategic emphasis

The working level of respondents		Current culture				Preferred			
		Clan	Adhocracy	Market	Hierarchical	Clan	Adhocracy	Market	Hierarchical
MGT	Mean	14.00	48.00	19.00	21.00	44.00	31.00	17.00	14.00
	N	5	5	5	5	5	5	5	5
	Std. Dev	4.183	7.583	5.477	5.477	5.477	8.216	2.739	4.183
	Sum	70	240	95	105	220	155	85	70
EMP	Mean	9.18	11.27	30.91	49.55	57.91	28.91	9.55	5.00
	N	11	11	11	11	11	11	11	11
	Std. Dev	3.920	5.985	7.355	7.568	9.544	6.789	5.574	3.715
	Sum	101	124	340	545	637	318	105	55
STU	Mean	26.36	13.43	40.79	19.64	51.07	18.57	13.93	17.14
	N	14	14	14	14	14	14	14	14
	Std. Dev	3.934	3.673	5.452	6.033	9.236	7.703	5.609	5.447
	Sum	369	188	571	275	715	260	195	240
Total	Mean	18.00	18.40	33.53	30.83	52.40	24.43	12.83	12.17
	N	30	30	30	30	30	30	30	30
	Std. Dev	8.979	14.443	10.027	15.816	9.916	9.134	5.790	7.245
	Sum	540	552	1006	925	1572	733	385	365

f) Criteria of Success

Development of human resources, teamwork, employees' commitment, having the most unique or newest products, winning in the marketplace and outpacing the competition would be some of the criteria devised to measure success in its operation. This could also lead member to have and/or mend the organizational culture in some different form.

Accordingly, 42.00 in management category, 45.91 in employees' category, and 38.14 in students' area were the mean scores obtained to characterize the current culture as adhocracy, hierarchical and market type respectively in criteria of success paradigm. The total effect has made the culture market with a mean of 30.47. On the other hand all members choose to have clan culture with a scored mean value of 44.00, 60.45, 51.00 in both management, employee and student categories. The total mean value which makes the preferred culture clan under criteria of success dimension is 53.30.

Table 14 : Organizational Culture in terms of criteria of success

The working level of respondents		Current culture				Preferred			
		Clan	Adhocracy	Market	Hierarchical	Clan	Adhocracy	Market	Hierarchical
MGT	Mean	15.00	42.00	19.00	24.00	44.00	31.00	15.00	14.00
	N	5	5	5	5	5	5	5	5
	Std. Dev	5.000	9.083	4.183	6.519	11.402	6.519	5.000	4.183
	Sum	75	210	95	120	220	155	75	70
EMP	Mean	8.09	19.64	25.91	45.91	60.45	26.36	9.64	4.00
	N	11	11	11	11	11	11	11	11
	Std. Dev	5.665	16.108	12.004	22.563	16.040	10.975	6.054	3.633
	Sum	89	216	285	505	665	290	106	44
STU	Mean	26.14	15.14	38.14	20.93	51.00	20.14	15.00	14.57
	N	14	14	14	14	14	14	14	14
	Std. Dev	5.545	5.475	5.803	5.313	9.759	10.855	4.707	7.439
	Sum	366	212	534	293	714	282	210	204
Total	Mean	17.67	21.27	30.47	30.60	53.30	24.23	13.03	10.60
	N	30	30	30	30	30	30	30	30
	Std. Dev	9.949	14.405	11.233	18.320	13.646	10.859	5.738	7.609
	Sum	530	638	914	918	1599	727	391	318

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X. Analysis of the Result Gained through Document Analysis

One of the tools available to transfer the preferred and aspired organizational documents is through formal methods like organizational documents including policy, strategic document, procedures and other working manuals. Particularly strategic plan documents have a section for the organization to declare what it wants to be hold as values and norms by all members of the organization. Given this basic fact, the team has tried to secure some information about the formal values exist in the university.

According to the strategic document of AU, the university values customer satisfaction, quality and excellence, sprit of collaboration, involvement and transparency, secularity, equity, gender sensitivity, reliable partnership, academic freedom, diversification, expansion, and efficiency at the organizational level. These values are to be indulged in every employees mind set while they are doing every task on the behalf of the university and its management. Likewise, the brochures, bulletins and other formal communicating Medias preach those issues as a relevant and key success factors for the overall organizational effectiveness. In addition professional integrity and commitment, good governance, creativity and self initiation, competence, equal opportunity has some of the value elements been founded under individual employees. Anyone who is working with AU has been at least in paper respecting these values.

As the document revealed also, values both at organizational and individual levels are equally important and need due attention from both management, and employees angle to make the overall goals of the university realistic and attainable. Besides, the required image before the public is to be strengthened when the internal culture totally immense itself on the planned and desired one, like that of stated in the strategic document.

Finally, the document analysis was designed to take a look on those entertaining and extracurricular engagements of the university. In this regard graduation bulletins, occasional news letter, leaflets, and the like were addressed as much as the team can. However, as per the researcher reading, this documents had not the power to reflect the actual culture exist in the university. Rather they are almost copying what is already stated in the strategic document. All in all the values, norms , feelings and attitudes transmitted via these documents have their own effect, in one way or another, on the overall cultural image of the university.

a) Analysis of the Result Gained Observation and Informal Interviews

Along with checking formal organizational documents, the researcher has made an informal talk with some members of university and observed its working atmosphere at those value, belief and norm dimensions of organizational cultural.

When I chat informally with some of the instructors, they are almost respecting some informal norms like respect the boss, enter the class lately, leave the class early, and wait for delayed salaries. They value also professional independence, career advancement, and just money/salary. As those instructors told as much of their friends have believed as their students are disrespectful and incompetent, their bosses are selfish and cruel, and they desperately need proper treatment. I have witnessed these since I have seen teachers when they bow the head for any passer by boss, get late to enter and early to leave their class and treat their students dictatorially to avert the happening of what they dislike, improper act.

As per the my observation students value acquiring certain qualification most than gaining the knowledge required to gain what they are looking for. They also hold an informal belief unconsciously like they don't need fierce reading and their monthly payment lead them to graduation, deserve appropriate care and treatment like any other customer, and have vital position to magnify or little the university image in the external environment.

I also tried to observe the university administration through both formal and informal fissures I have got to address them. According to the information I have got, good will/positive image, perpetual profit, acceptance and accreditation, and creation of competitive enterprise are those that the university management value most. They also respect giving emphasis to tasks, holding power at the top, and magnifying the status and reputation of the university as a norm. Besides, unconscious beliefs like the authority/owners deserve all the power, independent decision making, and respect from both students and the university management holds instructors. The interaction observed in the university. Olympia campus also manifests the issues roused above. The macchiato I had with instructors and students could whisper and witness what I have observed both in the university lounge and offices regarding the their culture.

b) Summaries of Findings and the Dominant Culture Strength

As the above sections clearly presented, the current and preferred dominant culture of Admass University has different feature for those different members of the university. Though the analysis conducted in management, employees and student group of respondents reveal apparent disparity in the current situation of the university; both groups aspire and wish to have almost one kind of organizational culture their preferred situation. The following table summarized this figures.

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Table 15 : Summary of Dominant Culture Strength

	Current Situation					Preferred Situation				
Culture Type	Mean	S.D.	df	F	p	Mean	S.D.	df	F	p
Clan	18.56	9.23	27	1.584	0.169	51.32	11.94	29	1.955	0.089
Adhocracy	20.11	12.48	21	1.698	0.139	24.37	8.77	29	1.641	0.153
Market	32.03	9.59	28	1.125	0.350	13.82	6.78	29	1.031	0.402
Hierarchy	29.36	16.07	29	0.754	0.584	11.49	7.67	29	0.444	0.817
* $p < .05$	*Note: Mean scores could range from 0 to 100. Representing a percentage out of 100.*									

Market type organizational culture is with the highest mean (32.24) and dominates the current situation of AU. On the other hand clan type is the dominant one in the preferred situation with 51.32 mean score.

As described earlier however, in both four culture types, the respective Sig. values are greater than the critical value (α) stated by the researchers, which is 0.05. Thus the effects are found to be non-significant, then the differences between the means are not great enough to allow the researcher to say that they are different and no further interpretation is to be attempted either. Similarly the corresponding F values have been bouncing in between 0 and 2 but none of them foot on 1.00. Theoretically F-ratio can be thought of as a measure of how different the means are relative to the variability within each sample. The larger this value, the greater the likelihood that the differences between the means are due to something other than chance alone, namely real effects. If the difference between the means is due to only chance, that is, there are no real effects, and then the expected value of the F-ratio would be one (1.00). In the AU situation however, the highest F-value (1.955) with the corresponding probability level of 0.089 was scored at clan culture type under the preferred environment. Though it is not as such significant, the figures would indicate the existing significant difference in perception of the university culture among different work groups probably due to reasons other than chance. This might open the gate for further in depth analysis with large sample size.

Meanwhile, the analysis has been also triggered to each dimensions of organizational culture. In this respect, the entire current situation in light of the six dimensions failed under market type of organizational culture. Contrary, clan type was preferred in both areas in the coming AU work environment. The summarized figures of respondents mean score under the six organization dimensions both in the current and preferred situation is presented in the following table.

Table 16 : Summary of dominant culture strength in terms of organizational dimensions

	Current Situation			Preferred Situation		
Dimension	Mean	S.D.	Culture Type	Mean	S.D.	Culture Type
Dominant Characteristics	31.80	8.942	Market	48.17	10.71	Clan
Organizational Leadership	32.80	9.342	Market	51.77	10.546	Clan
Management style	32.63	8.676	Market	48.60	11.364	Clan
Organizational Glue	30.93	9.108	Market	53.67	14.698	Clan
Strategic Emphases	33.53	10.027	Market	52.40	9.916	Clan
Criteria for Success	30.47	11.233 s	Market	53.30	13.646	Clan
* $p < .05$	*Note: Mean scores could range from 0 to 100. Representing a percentage out of 100.*					

These facts seem prevalent in the AU in light of the information gained through formal documents analysis and informal chat and observation with different members of the university. As it can easily be inferred from the above analysis, the management of the university agrees as they have adhocracy kind of culture in the current situation. This tendency is a complement of those values and other cultural elements found in the strategic and other documents of the university.

On the other hand what instructors speak out, for the researcher in their informal talk, supplement the analysis result of Cameron/Quinn tool with the highest mean score to label their university culture as a hierarchical type. Employees' informal norms, like respect the boss, enter the class lately, leave the class early, and the like might be and indicator for the existence of hierarchical culture as per instructors feeling.

Students have also scored a highest mean at market type of organizational structure. Some of the information, like concerning on achieving some professional qualification and taking themselves a respected customer as that of any other market place, grasped through observation and informal talks could validate the mean score and add on the reliability of the findings. The cumulative score of all the three categories finally make the organizational culture as market type.

The difference in perception of those individuals participate in the research can also indicate the strength and weakness of the existing culture. According to

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employees, the current hierarchy type of dominant culture may label AU as institute with weak organizational culture. However, a relative different interpretation would be inferred from the management side. Generally, the disparity of information and culture classification of various members of the university at least shows something wrong that is going in the university. Heterogeneity of group members, short time of group membership, dynamics of group membership, and little intensity of group experience among member would be the reason for the different figures found in the analysis. All in all the researcher can say the current organizational culture of the university is not strong but not to say it's weak.

XI. Conclusion and Recommendations

Generally speaking, organizations have to take a close look on their organizational culture and make possible change to cope with environmental developments. In this regard, the evaluation on the organizational cultural typology of Admass University is versatile from managers, employees and students point of view. The following points summarize and conclude what the team has got in the assessment.

- As the highest mean score reveals the current organizational culture is dominated by market type and all category of respondents are aspiring to have clan culture the preferred situation.
- Particularly adhocracy, in the management group, hierarchical, in the employee group and market in the students group are the dominant cultures mean scores obtained in the separate analysis of respondents as per their working level in the university.
- Regarding the analysis made on the six dimensions of organizational culture, market type dominate the current situation in all polar sides and clan particularly preferred to be installed in the future interaction of AU members.
- The informal talk and observations conducted in the college proof the fact gained through the analysis of the standard culture assessment tool. Meanwhile, the documents assessed back up the information particularly found in the responses of the management group of the study participants.
- The existing contradictory responses by the three groups of respondents indicate that something wrong is there in the actual cultural pitch of the university. Besides, the dominant type exist in employees' category, that is hierarchical , and the overall control of market type induce the researchers to say the AU doesn't currently have strong culture and not even be in the position to label it as weak.

Spiraling merits and amplifying remedies for weaknesses is the key to walk in success track. As the current state of organizational culture reveals, it's possible to say that AU has a culture which is not perceived equally in a similar fashion by all members of the university. Besides, the paradoxical views of individuals particularly that of employees and management indicate the possible misunderstanding and disparity exist in the overall organizational culture of the AU. This might in return has a negative effect on the performance and productivity of employees. Given the current situation, the university has to:

- Invest much time and effort on providing awareness creation and information exchange sessions for all members of the university on culture and related matters. This might help build common understanding on the current cultural typology of the college on the building up of the preferred one.
- The informal norms held by students, managers and instructors have a negative effect on the overall performance of the university. Striving to create conducive work environment and relationship among members in the university might reduce the information gap exist between them and the antagonistic view held particularly by employees on managers.
- Programmed get-togethers, celebrations and entertaining sessions will help gather organizational members together at least for sort of short time and this might contribute on the creation of smooth relationship and coordination among employees, managers and students of the university.
- All in all informal meetings, workshops, learning forums and the like can reduce the existing difference in perception of the university organizational culture and paves the way for all to the new and preferred state, clan.

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