

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.

Index terms— organizational culture, strategy, existing culture, preferred cultur e.

1 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 Author: Lecturer at Wolaita Sodo University, Department of Educational planning and Management. e-mails : lerramulee2010@gmail.com, mulatudea83@yahoo.com 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.

3 III. REVIEW OF RELATED LITERATURE

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

44 2 II. Statement of the Problem

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

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

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

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

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

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

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

79 The above four comprehensive basic questions will give clear direction and destiny for the study and are to be
80 tested as variable in the consecutive chapters. The leaders or the heads of the organization are considered to be
81 mentors and perhaps even parent figures. The organization is held together by loyalty or tradition. Commitment
82 is high. The organization emphasizes the long term benefit of human resources development and attaches great
83 importance to cohesion and moral. Success is defined in terms of sensitivity to customers and concern for people.
84 The organization places a premium on teamwork, participation and consensus.

85 3 III. Review of Related Literature

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

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

98 iv. The Hierarchy Culture A very formalized and structured place to work. Procedures govern what people do.
99 The leaders pride themselves on being food coordinators and organizers who are efficiency-minded. Maintaining
100 a smoothrunning organization is most critical. Formal rules and policies hold the organization together. The

101 long-term concern is on stability and performance with efficient, smooth operations. Success is defined in terms
102 of dependable delivery, smooth scheduling, and low cost. The management of employees is concerned with
103 secure employment and predictability. So as to make the research comprehensive and forward valid and reliable
104 information to final readers, the researcher were used the following instruments, design options and procedures.

105 4 Participants of the Study

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

117 Besides, the researcher were implemented convenient sampling method to get the opinion and response of the
118 4 instructors and 5 students in the informal interview session.

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

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

132 5 V. Data Analysis and Presentation

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

135 6 a) Quantitative Data Analysis and Presentation

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

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

145 7 b) Qualitative Data Analysis and Presentation

146 Likewise, the researchers have used qualitative data analysis tool for those information collected via interview, and
147 observation. To discover patterns, ideas and explanations, three step analysis processes has been employed. Data
148 organization and summary: collected data were categorized into workable units like norm, values, and attitudes.
149 Besides, the researchers comment and interpretation on what was collected directly from study participants was
150 part of the data organization part of the analysis phase to further extend thematically explanation of data. Data
151 interpretation: the researcher will take a close look on variables and relationships of categories via the summarized
152 information to grasp generalizable fact in interpreted what it means. Subsuming, combining, and creating new
153 categories of information to come across logically sensible findings were the efforts being made at this phase of
154 qualitative data analysis.

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

158 8 VI. Presentation and Analysis of Data a) Characteristics of 159 Respondents

160 As it has been clearly stated in the methodology part of the paper, the team has distributed and successfully
161 collected 30 questionnaires for students, management and instructors of the college to have adequate information
162 regarding its cultural typology. Below are the demographic characteristics of the respondents in terms of working
163 position, year of service, academic rank, working status, sex and marital status. Since the sample size is less than
164 hundred, the team has opted to put figures in number than using percentages and the like. As the table shows, 5
165 respondents from the college management, 11 from employees, particularly from instructors and 14 from students
166 were selected to fill the questionnaire. Out of which, 8 students, 5 employees, and 2 management personnel are
167 females and the rest participants in both three categories were male respondents. This shows that the study was
168 more or less considerate of both sex categories from the three work level clusters.

169 9 VII. Culture Assessment -Current Situation

170 The current cultural typology of Admass University gazes as multifaceted and seems has different interpretation
171 among those theoretically poles apart members of the college. As the following table summarizes the information
172 gained via Cameron/Quinn culture assessment tool in detail, those individuals working at different levels have
173 different view on the current culture exist in the college As the table depicts, the highest mean (26.73) has been
174 obtained in the clan culture type is from students category. The management group relatively scored higher mean
175 (16.67) than employees (9.03) in this culture category. Totally 18.56 mean value with 29 (n-1) degree of freedom
176 has been gripped from the analysis. The respective F values could also shows that the difference in mean of the
177 three participant group is not merely by chance since it is far less and greater than 1.00.

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

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

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

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

195 In the current AU situation, the highest F-value (2.601) with the corresponding probability level of 0.057 was
196 scored at market culture type under management working level. Though it is not as such significant, the figures
197 would indicate the existing significant difference in perception of the university culture among different work
198 groups probably due to reasons other than chance. The following table summarizes the dominant culture type
199 presented at different working level in the actual situation of AU. According to the summary table, adhocracy is
200 currently the dominant culture at the management level of the university. On the other hand, hierarchical is the
201 prominent category which possibly best characterizes the organizational culture of AU from the employee point
202 of view. Contrary, students take the current culture as market type. The cumulative effect of these paradoxical
203 perceptions finally end up with a mean value of 32.03, obtained from both group of respondents, and characterize
204 the current dominant organizational culture of the university as market type.

205 10 VIII. Culture Assessment -Preferred Situation

206 Cameron/Quinn culture assessment tool do not wrap-up on analyzing the current culture type of a given
207 organization. Rather it takes further step to know what is preferred to be there in the future. Since, the
208 researcher were tried to fully functionalize the tool, they have asked their study participants to favor those types
209 that those AU members aspire to see as a persistent and dominant culture in the tomorrows work environment.
210 Accordingly, their response had such a look as it is presented in the following table. The highest mean values,
211 next to clan, were scored in adhocracy culture type. In this respect 28.17, 27.39, 20.67 mean value figures have
212 been obtained from management, employee and student respondents respectively. A mean of 24.37, in 29 degree
213 of freedom, 1.641 F value and 0.153 sig were a total point gained to magnify adhocracy as a dominant culture in
214 the preferred university situation.

215 The other two culture types are almost detested and triggered to knock down in the aspired working environment.
216 As indicator, the total mean obtained in the market category is 13.82 and employees' response mean in the same
217 culture type is only about 8.88. Similar patter could also be inferred in hierarchy type with 11.49 a total mean

218 value in the and particularly the least mean figure scored in the employee group, which is 4.68. The mean
219 score obtained from students in both market and hierarchy culture is almost equivalent, that is 15.73 and 15.65
220 respectively. Regarding the management class, a mean of 19.33 in the market and 14.83 in the hierarchy types
221 were found.

222 Similarly with the current dominant culture figures of the university, there is no less that 0.05 probability figure
223 obtained from the analysis. It implies that the means do not differ more than would be expected by chance alone
224 and differences between the means are not great enough to allow the researchers to say that they are different.
225 The table below summarizes the dominant culture type preferred to be in AU at those different respondents
226 group. As it can easily be inferred from the table, clan is the preferred culture type at all groups of respondents.
227 An analysis the highest mean scores also shows, 51.32 have been obtained to show that the dominant culture
228 type in the preferred situation of the university is clan. framework. These dimensions help researcher classify
229 the cultural typology into factors relevant to contribute for the effectiveness of organizational goal attainment.

230 Here is the analysis based on information found in those cultural poles of AU.

231 **11 a) Dominant Characteristics**

232 This dimension of organizational culture covers the overall quality and characteristics of working environment.
233 Respondents have rated their work place as a personal, controlled and structured, entrepreneurial, and results
234 oriented type to finally come across the prevailing culture exist in those three levels of employment. As the
235 table shows, adhocracy is the dominant current culture with the highest mean value of 40.00 in the management
236 class of respondents. As per employees' response, however, the principal culture exists in terms of AU current
237 organizational characteristics is hierarchical type (with the highest mean score of 46.82). Students on the other
238 hand perceive the actual cultural typology so differently. Accordingly, the collected data reveals the highest mean
239 score of 38.86 in the market type of dominant organizational culture. The cumulative effect of these individuals
240 gave the highest mean rank 32.80 for market type as the present dominant culture type of AU based on its
241 principal organizational characteristics.

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

247 **12 b) Organizational Leadership**

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

251 In the current situation, the dominant culture exists among management staffs is adhocracy with a mean value
252 of 41.00. On the other hand employees have inclined to label the current AU organizational culture as hierarchical
253 (a mean value of 47.27). Similarly with dominant characteristics students' response on the leadership quality of
254 the university confer market type of organizational culture with a mean value of 39.21. The entire figures finally
255 divert the present organizational culture into market type (32.80 mean score) in the leadership dimension of the
256 organizational culture.

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

260 **13 c) Management of Employee**

261 According the responses gained, the current and preferred cultural environment of the university has different
262 image in light of the management style of employees like usage of teamwork, driving competitiveness, conformity
263 and the like. Similarly with the above two analysis, the mean effects were also scored in those three clans in
264 management of employees dimensions. As of all groups preferred to have clan organizational culture with the
265 mean of 48.60, the current situation is also dominated by market type with 32.63 mean score. Particularly
266 managers label the present management style as adhocracy (39.00) while employees and students opted to make
267 it hierarchical and market with a mean value of 47.27, and 39.21 respectively.

268 As matter of fact employees are those who score the highest mean (58.18) and the managers 37.00 and students
269 45.21 score to seek for clan type organizational culture under management of employee organizational cultural
270 dimensions.

271 **14 d) Organizational Glue**

272 As one dimension, organizational glue is much concerned about factors that hold the organization together. Here
273 loyalty and mutual trust, innovation and development, achievement and goal accomplishment, and the like are
274 the citable ones. The following table summarizes the data obtained in this respect. In terms of organizational
275 glue, the management group of respondents characterizes their college's culture as adhocracy with a mean value

17 A) ANALYSIS OF THE RESULT GAINED OBSERVATION AND INFORMAL INTERVIEWS

276 of 44.00. Hierarchical and market type of organizational cultures on the other hand have been also identified
277 as a major cultural typologies with a mean value of 44.55 and 37.00 in the rest employee and students category
278 of respondents respectively. All in all, market type of organizational culture is currently there in AU based on
279 organizational glue dominant characteristics (a mean value of 30.93)

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

283 15 e) Strategic Emphasis

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

288 Adhocracy, hierarchical, and market types with 48.00, 49.55, and 40.79 mean values were the dominant current
289 cultures found in management, employees, and students participant of the study. The cumulative highest mean
290 value of 33.53 was obtained and characterizes the current cultural image of the university as market under strategic
291 emphasis cultural dimensions. Clan, as usual, exists in the preferred situation as a dominant culture type for both
292 kinds of respondents. The overall mean values of 44.00, 57.91, and 51.07 were obtained in this regard under clan
293 cultural typology in management, employee, and students responses respectively. The total figure (mean value
294 obtained is) 52.40. f) Criteria of Success Development of human resources, teamwork, employees' commitment,
295 having the most unique or newest products, winning in the marketplace and outpacing the competition would
296 be some of the criteria devised to measure success in its operation. This could also lead member to have and/or
297 mend the organizational culture in some different form.

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

304 16 Analysis of the Result Gained through Document Analysis

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

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

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

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

329 17 a) Analysis of the Result Gained Observation and Informal Interviews

330 Along with checking formal organizational documents, the researcher has made an informal talk with some
331 members of university and observed its working atmosphere at those value, belief and norm dimensions of
332 organizational cultural.
333

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

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

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

354 18 b) Summaries of Findings and the Dominant Culture 355 Strength

356 As the above sections clearly presented, the current and preferred dominant culture of Admass University has
357 different feature for those different members of the university. Though the analysis conducted in management,
358 employees and student group of respondents reveal apparent disparity in the current situation of the university;
359 both groups aspire and wish to have almost one kind of organizational culture their preferred situation. The
360 following table summarized this figures. Market type organizational culture is with the highest mean (32.24)
361 and dominates the current situation of AU. On the other hand clan type is the dominant one in the preferred
362 situation with 51.32 mean score.

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

376 Meanwhile, the analysis has been also triggered to each dimensions of organizational culture. In this respect,
377 the entire current situation in light of the six dimensions failed under market type of organizational culture.
378 Contrary, clan type was preferred in both areas in the coming AU work environment. The summarized figures
379 of respondents mean score under the six organization dimensions both in the current and preferred situation is
380 presented in the following table. These facts seem prevalent in the AU in light of the information gained through
381 formal documents analysis and informal chat and observation with different members of the university. As it can
382 easily be inferred from the above analysis, the management of the university agrees as they have adhocracy kind
383 of culture in the current situation. This tendency is a complement of those values and other cultural elements
384 found in the strategic and other documents of the university.

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

389 Students have also scored a highest mean at market type of organizational structure. Some of the information,
390 like concerning on achieving some professional qualification and taking themselves a respected customer as that
391 of any other market place, grasped through observation and informal talks could validate the mean score and add
392 on the reliability of the findings. The cumulative score of all the three categories finally make the organizational
393 culture as market type. Exploring Institutional Culture (Existing and Preferred) at Private University: In Case
394 of Admas University employees, the current hierarchy type of dominant culture may label AU as institute with

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

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402 20 XI. Conclusion and Recommendations

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

407 ? As the highest mean score reveals the current organizational culture is dominated by market type and all
 408 category of respondents are aspiring to have clan culture the preferred situation. ? Particularly adhocracy, in
 409 the management group, hierarchical, in the employee group and market in the students group are the dominant
 410 cultures mean scores obtained in the separate analysis of respondents as per their working level in the university.

411 21 ?

412 Regarding the analysis made on the six dimensions of organizational culture, market type dominate the current
 413 situation in all polar sides and clan particularly preferred to be installed in the future interaction of AU members.
 414 ? The informal talk and observations conducted in the college proof the fact gained through the analysis of the
 415 standard culture assessment tool. Meanwhile, the documents assessed back up the information particularly found
 416 in the responses of the management group of the study participants. ? The existing contradictory responses
 417 by the three groups of respondents indicate that something wrong is there in the actual cultural pitch of the
 418 university. Besides, the dominant type exist in employees' category, that is hierarchical , and the overall control
 419 of market type induce the researchers to say the AU doesn't currently have strong culture and not even be in
 420 the position to label it as weak. Spiraling merits and amplifying remedies for weaknesses is the key to walk in
 421 success track. As the current state of organizational culture reveals, it's possible to say that AU has a culture
 422 which is not perceived equally in a similar fashion by all members of the university. Besides, the paradoxical
 423 views of individuals particularly that of employees and management indicate the possible misunderstanding and
 424 disparity exist in the overall organizational culture of the AU. This might in return has a negative effect on the
 425 performance and productivity of employees. Given the current situation, the university has to:

426 ? Invest much time and effort on providing awareness creation and information exchange sessions for all
 427 members of the university on culture and related matters. This might help build common understanding on the
 428 current cultural typology of the college on the building up of the preferred one. ^{1 2}

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Figure 1:

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Figure 2:

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Figure 3:

1

Crombach's Alpha Methodology	of Internal Consistency Using	Reliability
Culture	Reliability	Coefficients
Type	Coefficients	for
	for Current	Preferred
	Situation	Situation
Clan	0.95	0.79
Adhocracy	0.92	0.53
Market	0.88	0.81
Hierarchy	0.93	0.85

Figure 4: Table 1 :

2

Female Count	sex of respondents		Total Count
	Male Count		

Figure 5: Table 2 :

5

Global Culture	Working level	Mean	Std. dev	Df	F	Sig	
Journal of Human Social Science	Management	9.03	5.70	4	0.387	0.855	
	Employee	18.56	4.07	13	1.864	0.104	
	Student	15.52	7.69	29	1.112	0.366	
	TOTAL	15.77	9.56	4	2.052	0.363	
	Management	20.11	4.68	10	1.099	0.139	
	Employee		12.48	13			
	Student			13			
	TOTAL			29			
	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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Figure 6: Table 5 :

6

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: Note: Mean scores could range from 0 to 100. Representing a percentage out of 100.]

Figure 7: Table 6 :

7

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

Figure 8: Table 7 :

8

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.

Figure 9: Table 8 :

9

The working level of respondents		Current culture				Preferred			
		Clan	Adhocracy	Market	Hierarchical	Clan	Adhocracy	Market	Hierarchica
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.	5.70	7.071	2.739	8.216	2.739	5.000	6.519	7.071
	Dev								
	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.	3.97	6.353	6.068	9.293	9.045	6.809	4.221	1.567
	Dev								
	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.	3.67	5.597	6.311	5.250	7.196	7.641	6.344	6.344
	Dev								
	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.	8.95	10.643	8.942	16.981	10.71	6.865	7.505	7.890
	Dev								
	Sum	609	624	954	808	1445	800	437	353

Figure 10: Table 9 :

10

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

Figure 11: Table 10 :

11

		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				

Figure 12: Table 11 :

12

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

Figure 13: Table 12 :

13

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	

Figure 14: Table 13 :

14

The working level of respondents		Clan	Current culture	Hierarchical	Clan	Preferred Adhocracy	Market	Hierarchical
MGT	Mean	15.00	42.00	24.00	44.00	31.00	15.00	14.00
	N	5	5	5	5	5	5	5
	Std. Dev	5.000	9.083	6.519	11.402	6.519	5.000	4.183
	Sum	75	210	120	220	75	70	26.36
		8.09	4.183	19.64	60.45	4.00		9.64

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[Note: X.]

Figure 15: Table 14 :

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