
An Organizational Culture Assessment of Central Mindanao University Laboratory High School

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ABSTRACT

This study assessed the organizational culture of Central Mindanao University Laboratory High School (CMULHS). The descriptive correlation research design was employed. The research instrument used in the study was the Organizational Culture Assessment Instrument (OCAI), which was developed by Cameron and Quinn (1999). The data were treated and analyzed. The descriptive statistics was used to determine and ascertain the type of organizational culture of the CMULHS employees of both presently observed and preferred. The Pearson Coefficient Binomial Correlation was utilized to find out if there is a significant relationship between the presently observed and preferred organizational culture by the said employees with each type of cultural dimension.

The study results showed that clan-type culture is the most dominant culture of the CMULHS employees of both presently observed and preferred. Further, the results revealed a significant relationship between the presently observed and preferred organizational culture by the employees with each type of cultural dimension. Moreover, a clan-type indicated a moderately positive correlation; adhocracy-type marked a strong positive correlation; a market-type obtained a moderately positive correlation, and a hierarchy-type recorded a moderately positive correlation.

Keywords:

organizational culture, culture assessment, culture dimension, clan-type, OCAI instrument

INTRODUCTION

Organizational culture is a key component of functional decision making in an institution. It is embedded in the system. Embracing it in the chain of operation is the lifeline of an organization. It would also serve as a springboard in establishing communication with other members of the organization. It is evident that organizational culture plays a crucial role in creating a conducive work environment that improves its effectiveness. It is represented by a typical system understood by the members of the organization that differentiates the organization from other organizations, and the main features that help to substantiate the organizational culture are attention to detail, orientation to people, teams, and results,

innovation and risk-taking, aggression and stability (Acar and Pinar, 2015; Robbins and Judge, 2015).

According to Cameron and Quinn (1999), culture in an organization can be evident between two dimensions: a focus on internal maintenance (smoothing and integration) versus external relationships (competition and differentiation), and a focus on organic processes (flexibility and dynamism) versus mechanistic processes (stability and control). Quinn and Spreitzer (1991) highlighted four (4) emerging types of organizational culture.

The *clan* (cooperative) culture adheres between the dimensions of organization focus and/or flexibility/dynamism. The clan culture possesses a high affiliation and concern with teamwork and participation. Another type is *adhocracy* (creative) is a developmental organizational culture that is based on risk-taking, innovation, and change. It refers to the culture, which includes entrepreneurial, flexible, innovative, and creative areas. Employees can take the initiative and be supported with discoveries and freedom to feel satisfied, happy, and successful in this environment. Another type of cultural dimension that means regulation and stability is the *market* (competitive) culture. Employees are success-orientated in this cultural dimension. Finally, the culture of hierarchy (control) is another culture which represents bureaucracy-related values, conventions, and norms. Leadership is successful when it is in organization that emphasize order, laws, and unity that are mechanical and bureaucratic.

Organizational culture determines and translates the many facets of an institution. It sums up the values, beliefs, customs, and traditions developed over time. In turn, it reflects the type of leadership, language, routine, and procedure that exemplified an organization. Besides, these attributes give rise to an expected norm and assumption which influence the direction of the university, specifically of the faculty members, support staff, and the student as well (Cabañales, 2014)

Knowing the type of organizational culture where individuals thrive is essential. The humble beginning of Central Mindanao University Laboratory High School (CMULHS) traces its roots from a farm school in 1910. At present, CMULHS operates in a science-based curriculum. Considering the students' various achievements and milestones, and the school as a whole, from then to now, it is imperative to ascertain the organization's organizational culture, which will help sustain for the said school to be globally at par.

Henceforth, the present study was undertaken to assess and /or evaluate the current and preferred organizational culture of CMULHS. The said assessment results will greatly attribute its direction towards the school's philosophy, mission, and vision.

OBJECTIVES OF THE STUDY

The study was designed to assess the organizational culture of Central Mindanao University Laboratory High School.

Specifically, this study aimed to:

1. determine the type of organizational culture presently observed by the employees;
2. ascertain the type of organizational culture preferred by the employees; and
3. find out if there is a significant relationship between the presently observed and preferred organizational culture by the employees with each type of culture:

- a. clan-type
- b. adhocracy-type
- c. market-type
- d. hierarchy-type

MATERIALS AND METHODS

A. Respondents

The respondents of this study were purposively selected from the faculty and staff of Central Mindanao University Laboratory High School. A total of thirty respondents, 15 male, and 15 female, responded and answered the online questionnaire.

B. Research Design

The descriptive correlation research design was employed to determine the organizational culture and establish the presently observed and preferred relationship.

C. Instrument

The research instrument that was used in the study was the Organizational Culture Assessment Instrument (OCAI), which was developed by Cameron and Quinn (1999). The OCAI consists of six (6) domains: Dominant Characteristics, Organizational Leadership, Management of Employees, Organization Glue, Strategic Emphases, and Criteria of Success. Each domain has four (4) indicators. There were 100 points distributed among the indicators in each domain. A higher point or greater weight to the indicator that is similar to the organization under study.

D. Statistical Analysis

The data were treated and analyzed using descriptive statistics and Pearson Coefficient Binomial Correlation. The descriptive statistics was used to determine and ascertain the type of organizational culture of the CMULHS employees of both presently observed and preferred. The Pearson Coefficient Binomial Correlation was utilized to find out if there is a significant relationship between the presently observed and preferred organizational culture by the said employees with each type of cultural dimension.

RESULTS

Table 1

The organizational culture presently observed by the CMULHS employees

Now Values	N	Minimu m	Maximu m	Mean	Std. Deviation	Culture Type
Values A	30	17.50	39.17	28.6163	5.49312	Clan
Values B	30	13.33	33.33	22.6387	4.63628	
Values C	30	10.83	40.00	23.1937	5.83386	
Values D	30	19.17	36.67	25.5497	4.54105	

Table 1 presents a summary of the descriptive statistics of the organizational culture observed by CMULHS employees. Values A obtained a mean of 28.6163, which indicates a clan

culture. It was followed by Values D with a mean of 25.5497. Values C also recorded with a mean of 23.1937, which depicts Hierarchy and Market culture, respectively. The Values B with a mean of 22.6387 was also noted as the least rank made as presently observed by the employees.

Table 2 *The organizational culture preferred by the CMULHS employees*

Preferred Values	N	Minimu m	Maximu m	Mean	Std. Deviation	Culture Type
Values A	30	22.50	60.00	32.8000	10.24229	Clan
Values B	30	8.33	29.17	20.4660	5.15816	
Values C	30	10.00	33.33	21.9510	5.89803	
Values D	30	11.67	35.00	24.9777	4.44486	

Table 2 presents a summary of the descriptive statistics of the organizational culture preferred by CMULHS employees. Values A obtained a mean of 32.8000, which indicates a clan culture. It was followed by Values D with a mean of 24.9777, which is a hierarchy culture. Values C also recorded next with a mean of 21.9510, which depicts a Market culture, respectively. The Values B for Adhocracy culture with a mean of 20.46660 was also noted as the least rank made as preferred by the employees.

Table 3.1

a. *Binomial Correlation Summary Table comparing the Clan Organization between presently observed and preferred by the CMULHS employees*

Values A	Result
Values A Now vs. Pearson	.616**
Values A Correlation	
Preferred Sig. (2-tailed)	.000
N	30

** . Correlation is significant at the 0.01 level (2-tailed).

The result presented in Table 3.1 shows the relationship between the employees' present observation and preferred organizational culture under Variable A concerned on Clan Organization. The Pearson Correlation Coefficient is 0.616. The relationship it exhibits is a moderately positive correlation. This relationship is significant at a 0.01 level of significance.

Table 3.2

b. *Binomial Correlation Summary Table comparing the Adhocracy Organization Culture between presently observed and preferred by the CMULHS employees*

Values B	Result
Values B Now vs. Pearson	.730**
Values B Correlation	
Preferred Sig. (2-tailed)	.000
N	30

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3.2 shows the relationship between the employees' present observation and preferred organizational culture under Variable B concerned on Adhocracy Organization. The result showed a Pearson Correlation Coefficient of 0.730. This correlation coefficient exhibits a strong positive correlation. This relationship is significant at a 0.01 level of significance.

Table 3.3.

c. Binomial Correlation Summary Table comparing the Market Organization Culture between presently observed and preferred by the CMULHS employees

Values C	Result
Values C Now vs. Pearson	.512**
Values C Correlation	
Preferred Sig. (2-tailed)	.004
N	30

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3.3 shows the relationship between the employees' present observation and preferred organizational culture under Variable C concerned on Adhocracy Organization. The result showed a Pearson Correlation Coefficient of 0.512. This correlation coefficient exhibits a moderately positive correlation. This relationship is significant at a 0.01 level of significance.

Table 3.4

d. Binomial Correlation Summary Table comparing the Hierarchy Organization Culture between presently observed and preferred by the CMULHS employees

Values D	Result
Values D Now vs. Pearson	.556**
Values D Correlation	
Preferred Sig. (2-tailed)	.001
N	30

** . Correlation is significant at the 0.01 level (2-tailed).

Table 3.4 shows the relationship between the employees' present observation and preferred organizational culture under Variable D concerned on Hierarchy Organization. The result showed a Pearson Correlation Coefficient of 0.556. This correlation coefficient exhibits a moderately positive correlation. This relationship is significant at a 0.01 level of significance.

DISCUSSION

Indeed, there are both perceived and preferred organizational culture in an organization. In the case of CMULHS, the result of the study may substantiate in the school has been through with time. The results may have a factor in the school's process and operation. In a nutshell, CMULHS perceived and preferred clan-type cultural dimension.

The study corroborates to Cabañales (2014), where the responses of the respondents were consistent on all areas of concern and still believe that the institution is a clan type of culture at present (Now Values) and would want to have the same culture (Preferred Values) in the

future. Similarly, Quinn and Spreitzer (1991) mentioned that the organizational commitment in the clan- type of organizational culture is a culture type seen in organizations, acting like family and has social features as trust, solidarity, and unity. According to Cameron and Quinn (1999), the clan culture type is most effective in the university, especially if it is coupled with the external environment's demands. CMULHS employees consider the organization as a friendly place to work where people share a lot of themselves. Leaders are also considered mentors or parent figures, like loyalty, tradition, and commitment. Moreover, through teamwork, participation, and consensus, a thriving internal climate with a concern for people can be achieved.

Further, the positive correlation of each cultural dimension, which according to the results has a significant relationship between presently observed to preferred organizational culture, manifests that most of the responses showed the same direction from presently observed to preferred.

CONCLUSIONS

Based on the result and findings of the study, the following conclusions were made:

1. The type of organizational culture presently observed by the CMULHS employees is Clan Culture.
2. The type of organizational culture preferred by the CMULHS employees is Clan Culture.
3. There is a significant relationship between the presently observed and preferred organizational culture by the employees with each type of culture:
 - a. clan-type indicated a moderately positive correlation
 - b. adhocracy-type marked a strong positive correlation
 - c. market-type obtained a moderately positive correlation
 - d. hierarchy-type recorded a moderately positive correlation

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