
On Organizational Culture: An Assessment of the Dominant Culture Type

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ABSTRACT

Culture affects every facet of an organization, from employee motivation, performance, productivity, innovativeness, and long-term sustainability. Careful and continuous monitoring of the organization's day-to-day operating culture and keeping it aligned with core values and the mission enables the administration and the different departments to achieve these outcomes. For the purpose of this study, the Organizational Culture Assessment Instrument (OCAI) was administered to the employees on a specific College. The result across the six aspects, both current and preferred, consistently established Clan Culture. As the definition of a clan is a family with the same common interests. In light of the results, the College exhibited an open line of communication throughout the organization and allow employees to communicate with anyone in the organization.

Keywords: Organization, Culture, Assessment

INTRODUCTION

Culture affects every facet of an organization, from employee motivation, performance, productivity, innovativeness, and long-term sustainability. Careful and continuous monitoring of the organization's day-to-day operating culture and keeping it aligned with core values and the mission enable the administration and the different departments to achieve these outcomes. The administration has a significant impact on the people around them, the culture of the workplace and, ultimately, the performance of their institution, whether their role is to develop its strategies or make those strategies a reality. It is dependent on the administration to lead and manage in ways that create a culture that supports problem solving and the long-term effectiveness of their institution — so it only makes sense to invest on its performance and provide the feedback, gears, and training required to shape that culture.

The concept of culture is generally used in the concept of organizations now-a-days (Kotter and Heskett, 1992). Hodgetts and Luthans (2003), defined the different characteristics that are associated with the culture of organization. Culture may be defined as system of common values which can be estimated that people describe the similar organization culture even with different background at different levels within the organization (Robbins & Sanghi, 2007). As per Stewart (2010), stated that organization's norms and values have a strong effect on all of those who are attached with the organization. It is considered that norms are invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look (Ramirez et al., 2020).

Cameron and Quinn (1999) have developed an organizational culture framework built upon a theoretical model called the "Competing Values Framework." This framework refers to whether an organization has a predominant internal or external focus and whether it strives

for flexibility and individuality or stability and control. The framework is also based on six organizational culture dimensions and four dominant culture types (i.e., clan, adhocracy, market, and hierarchy). In addition the framework authors generated an "Organizational Culture Assessment Instrument (OCAI)" which is used to identify the organizational culture profile based on the core values, assumptions, interpretations, and approaches that characterize organizations (Cameron & Quinn, 1999).

“Clan Culture is characterized by a friendly place to work that feels like an extended family. Leaders are thought of as mentors and perhaps even as parent figures. The organization is held together by loyalty and tradition. Commitment is high. The organization emphasizes the long-term benefit of individual development, with high cohesion and morale being important. The organization places a premium on team work, participation, and consensus.”

“Adhocracy Culture is characterized by a dynamic, entrepreneurial, and creative work place. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk-oriented. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and services. Readiness for change and meeting new challenges are important. The organization’s long-term emphasis is on rapid growth and acquiring new resources.”

“Hierarchy Culture is characterized by a formalized and structured place to work. Procedures govern what people do. Effective leaders are good coordinators and organizers. Maintaining a smooth-running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.”

“Market Culture is a results-oriented work place. Leaders are hard-driving producers and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long-term concern is on competitive actions and achieving stretch goals and targets. Outpacing the competition and market leadership are important.”

The importance of this study is to review on how organizational culture can affect the performance of employees in the organization. After the finding in this research work, the result will be used to improve the current practice in organization in regards to how culture affects its employees performance. The importance of this study is to review on how organizational culture can affect the performance of employees in the organization. After the finding in this research work, the result will be used to improve the current practice in organization in regards to how culture affects its employees performance

Hartnell et al. (2011) stated that administrators use an effective organizational culture (a) to shape employee attitudes, (b) to improve operational effectiveness, and (c) to increase financial performance of the organization. Maintaining an effective organizational culture in the organization is essential to motivate employees (Berg & Wilderom, 2012). Administrators with an effective organizational culture may improve performance in the organization

(Shahzad et al., 2012). In an effective organizational culture, employees share the organization's values and beliefs (Schein, 2010). Study findings in organizational culture showed that effective organizational culture includes shared values and common purpose to create a sense of teamwork in the institution (Flamholtz & Randle, 2011).

Colleagues of the organization used an effective organizational culture to develop teamwork and knowledge sharing culture (Wiewiora et al., 2014). Schein (2010) indicated that administrators with an effective organizational culture encourage teamwork to improve performance in the organization. Teamwork is an essential factor to achieve common organizational objectives. In an effective organizational culture, administrators and employees work together to improve performance and productivity in the institution (Childress, 2013). Eaton and Kilby (2015) noted that effective organizational culture is important to motivate and retain competent employees in the organization.

Fusch and Gillespie (2012) indicated that developing a positive workplace culture leads a performance improvement in the organization. Organizational culture is an important determinant factor for business performance (O'Reilly et al., 2014). Uddin et al. (2013) confirmed the existence of a strong relationship between organizational culture and business performance. Childress (2013) also noted that an organizational culture does affect business performance positively or negatively. Innovations in businesses are blessed by organizational culture and this area has been recognized as a needed research scope (Dissanayake, Wasantha & Jinadasa, 2017).

The aim of the study is to describe the dominant culture type of the Department using the Organizational Culture Assessment Instrument (OCAI). The OCAI results may be used as part of a larger effort to analyze issues and transform efforts related to teamwork, management behavior, and leadership that may explain the differences among the culture profiles of larger organization. After the finding in this research work, the result may also be used to improve the current practice in organization regarding how culture affects its employee's performance.

METHODOLOGY

A total of 35 questionnaires was distributed to all the four major department of a specific College of a State University. For the purpose of this study, the researcher administered Organizational Culture Assessment Instrument (OCAI) to the employees of the College. OCAI is an established tool used to provide data to identify cultural types and leadership roles within the Competing Values Framework (CVF) model.

OCAI is based on four classifications of culture (Clan, Adhocracy, Market, and Hierarchy) proposed by Cameron and Quinn (1999). OCAI consists of twenty four declarative statements arranged in six sections that solicit responses for the following content dimensions (Cameron and Quinn, 2006), namely: 1. dominant characteristics, 2. organizational leadership, 3. management of employees, 4. organizational glue, 5. strategic emphasis, and 6. criteria for success. Each of the six areas consist of four questions in which respondents asked to describe their perception of current and desired organizational culture for a total of twenty four responses.

OCAI used constant sum scale to collect data. The respondents asked to spend 100 points among four alternatives for each cultural dimension described above. The intent was to identify the organization's current culture. The respondents then be asked to use same method and give their responses on same instrument about their desired organizational culture.

Scores by the respondents recorded and the averages computed for different alternatives representing the respective culture type of their organization both for current and future situations. These averages then be plotted on a radar graph consisting of four quadrants with a scale of 0-100 with intervals of 10. The four quadrants represented the clan, adhocracy, market, and hierarchy culture types respectively. The scores plotted in each quadrant represent the strength of culture type for the present and future situations exhibited by organization.

The reliability of the instrument was tested. To assess the reliability of the scales used in the questionnaire, a coefficient of internal consistency was calculated both for current and preferred situations using Cronbach's Alpha methodology. The Cronbach's Alpha score for statements relating to each culture type on the OCAI was calculated for the organization. The alpha score also calculated for all 218 data. The results were then plotted.

RESULTS AND DISCUSSION

1. Dominant Characteristics

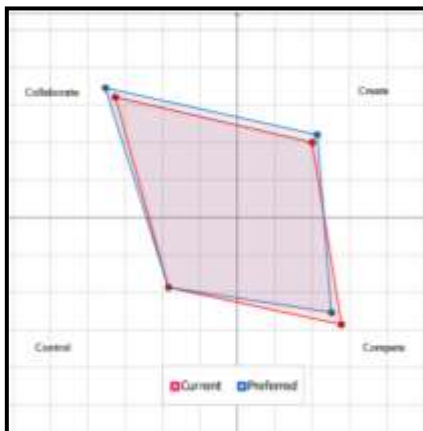


Table 1
Dominant Characteristics of the Organization

Culture	Current	Preferred
Clan	32.66	34.60
Market	28.03	25.49
Adhocracy	20.51	21.14
Hierarchy	18.51	18.77

As presented in Table 1 above, the dominant characteristic of the department for both current and preferred culture is the Clan Culture. The difference between the current and preferred culture is very minimal. It is safe to infer that there is no obvious necessity to introduce a new mix of culture types. Correspondingly, it is also consistent that Market, Adhocracy, and Hierarchy are the next in rank cultures, respectively. Since Clan Culture dominates both current and preferred it may mean that the organization is a very personal place. It is like an extended family. People seem to share a lot of themselves. On the other side, since Market Clan is next in rank, employees feel the organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.

2. Organizational Leadership

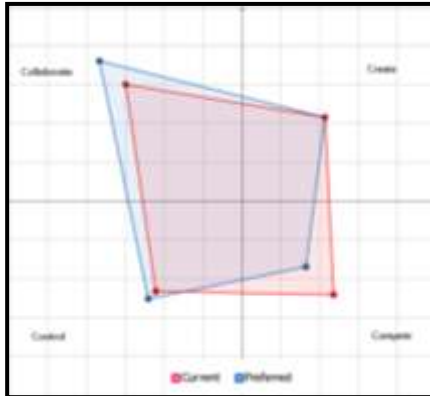


Table 2
Organizational Leadership of the Organization

Culture	Current	Preferred
Clan	30.51	37.31
Market	24.60	17.29
Hierarchy	23.17	23.71
Adhocracy	21.71	21.69

As shown in Table 2 and in the figure, employees currently perceived their department leaders as mentors and parent figures. Next in rank is the Market Culture and with less than 10 points difference, it may indicate that employees also sees their current leaders to be hard drivers, producers and competitors. Moreover, in the next five years, employees preferred the same kind of leaders as with the Clan Culture who are considered to exemplify mentoring, facilitating, and nurturing. This is followed by Hierarchy Clan where leaders are considered to be organizers and coordinators. This may also indicate that employees wanted to feel the environment that is controlling and a structured place.

3. Management of Employees

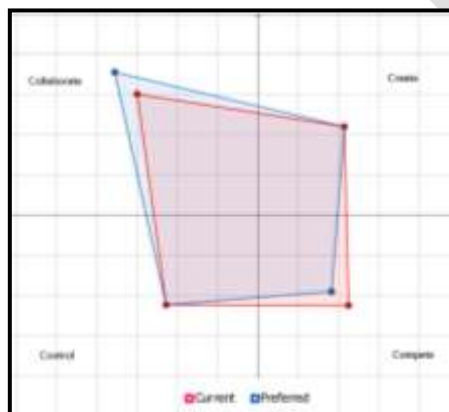


Table 3
Management of Employees of the Organization

Culture	Current	Preferred
Clan	30.46	36.03
Market	23.97	19.26
Hierarchy	23.57	23.57
Adhocracy	22.29	21.43

Table 3 displays management of employees of the organization. Teamwork, consensus and participation are important, both current and preferred by the employees which matches the Clan Culture with 30.46 points and 36.30, respectively. At present, Next to Clan Culture is the Market Culture, where the management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement. However, in the next five years, employees prefers Hierarchy Culture, which ranked second after Clan Culture. This may mean that employees also prefers the management style in the organization which is characterized by tenure, conformity, predictability, and stability in relationships.

4. Organization Glue

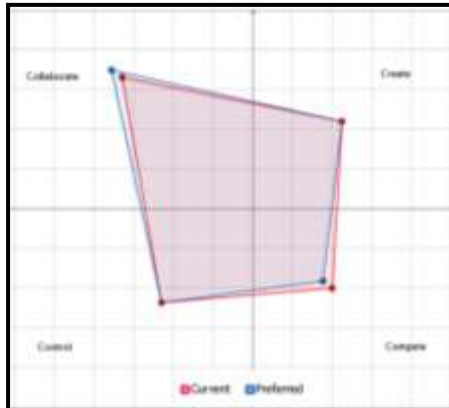


Table 4

Organization Glue of the Organization

Culture	Current	Preferred
Clan	33.91	35.51
Hierarchy	23.49	23.89
Adhocracy	22.60	22.74
Market	20.29	18.14

With regards to organization glue, as shown in Table 4, both current and preferred rated Clan Culture as the top choice of the employees. It clearly displays a difference of more than 10 points. It evidently means that there is no obvious necessity to introduce a new mix of culture types. Employees see loyalty and mutual trust. Commitment to this organization runs high. This ratings also means that employees less prefer formal rules and policies. Maintaining a smooth-running organization is also less important.

5. Strategic Emphases

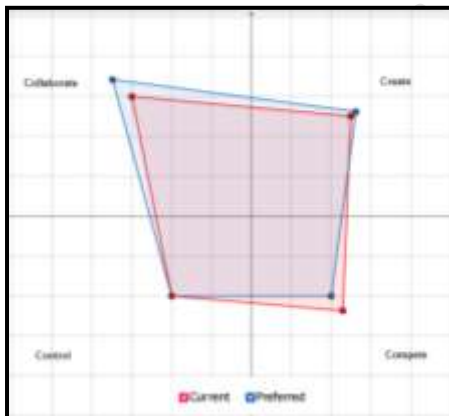


Table 5

Strategic Emphases of the Organization

Culture	Current	Preferred
Clan	30.86	34.03
Adhocracy	25.00	26.00
Market	23.54	20.40
Hierarchy	20.89	20.14

In the case of strategic emphases, Table 5 presents Clan Culture as the current and preferred culture of the organization. This means that the organization currently and preferred emphasizes human development. High trust, openness, and participation persist. With a large difference, this is followed by Adhocracy Clan, similarly both current and preferred. This may infer that the organization also wants to emphasize acquiring new resources and creating new challenges. Trying new things and hitting for opportunities are likewise valued.

6. Criteria of Success

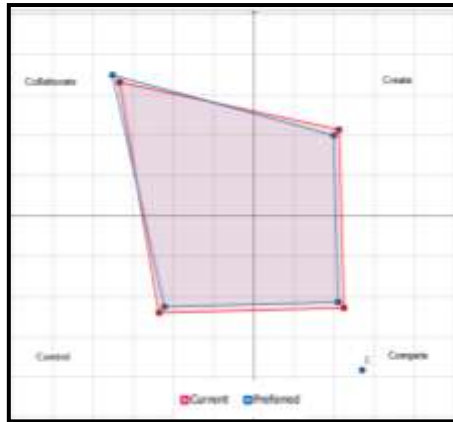


Table 6
Criteria of Success of the Organization

Culture	Current	Preferred
Clan	33.00	34.77
Hierarchy	23.46	22.71
Market	22.54	21.54
Adhocracy	21.29	20.97

Shown in Table 6 is the definition and the criteria of success of the organization. Like the other results, both current and preferred resulted to Clan Culture. These indicates that organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people. This was followed by Hierarchy, Market, and Adhocracy cultures, respectively, with more than ten point difference from the Clan Culture.

CONCLUSION

The result across the six aspects, both current and preferred, consistently established Clan Culture. Clan Culture is characterized by a friendly place to work that feels like an extended family. Leaders are thought of as mentors and perhaps even as parent figures. The organization is held together by loyalty and tradition. Commitment is high. The organization emphasizes the long-term benefit of individual development, with high cohesion and morale being important. The organization places a premium on teamwork, participation, and consensus as interpreted by Cameron and Quinn (1999).

In light of the result, the College exhibited an open line of communication throughout the organization and allows employees to communicate with anyone in the organization. As the definition of a clan is a family with the same common interests. The College also sees the administrators as the mentors who are there to nurture employees to perform. There are very few rules and policies in place by the organization because it relies mostly on the trust of its employees. The College, likewise, have a strong focus on teamwork and a consensus of its employees. This holds true as of the moment and at the same time, the preferred culture in the coming years.

Although this research offered interesting insights into the role of organizational culture, the results of this study needs to be validated in light of several limitations. It should be noted that the findings of this study was a result of a small sample size of a specific college. Nevertheless, the researcher acknowledges the respondents that played an important role in knowledge sharing. Future studies could consider investigating the big sample size, such as the whole University to validate such result.

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