Current and Preferred Organizational Culture: A Case Study at Private University in Indonesia

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Abstract: ABC University is one of the best private university in Indonesia that continuously adjust its strategy in achieving organizational vision, mission, goals and objectives. University functional decision making mostly influenced by the culture in the organization. It is important to periodically assess culture and change to ensure effectiveness of university environment for academic and non-academic working condition. This research study was designed to assess current and preferred culture and to evaluate whether the changes that has been taken place in the university has any influence on academic and non-academic staff perception of culture in the organization. Sample of 38 employees that represent ABC University were studied. The focus of this study is to measure how organizational culture influence the feeling, perception and thoughts of employees using Organizational Culture Assessment Instrument (OCAI). Results of this study were found that the clan culture is the existing and expected culture of the ABC University. The employees rated the existing organizational culture and what they would prefer it to be is congruent with the university strategy in achieving overall vision, mission, goals and objectives of the university.

Key words: Current and preferred culture, university, organizational, instrument, strategy, vision, mission, goals

INTRODUCTION

The journey of ABC University began on October 21, 1974. It originated from a short-term course named; modern computer course which then expanded because of its strong foundation and comprehensive vision. In July 1981, modern computer course had developed into computer technical academy with or informatics management as the first major. The need for professional workers in the information technology area drove ABC further into development and on July 1, 1986; it was officially listed as Institute of Information Management and Computer Science ABC. On November 9, 1987; the institution conducted diploma and undergraduate programs. The next year, ABC opened the first Master's Program in Information System Management in Indonesia. The program was officially listed on May 10, 1993. The development and success continue and now ABC University has student body of >28.000 with several faculties and schools that includes: Faculty of Economics and Communication, Faculty of Humanities, Faculty of Engineering, School of Computer Science, School of Information System, School of Business Management, School of Design, Faculty of Science and Technology, School of Information System, School of Accounting and Finance and ABC Graduate Program which also supervises Doctoral of Research in Management. Given the rapid development and success that ABC University has achieved and its determination of aiming even further of becoming a world class university, the researcher interested to study about existing and expected organizational culture from the perspective of its employees.

Literatur review: Researchers has been working on evaluating the concept of culture in relation to how to design and develop a more productive and consistent workplace in various organization setting (Schein, 1999). As culture could be defined in several ways in academic organizational setting, it is often seen as certain values embedded in the academic and non-academic programs of the university. As it is mention by Schein (1999), a good and through knowledge of culture matters in a team and organization is very important so that it will guide them and in determining important issue in both leaders and leadership system. It is understood that cultures in the organization are developed partly by leaders. In fact, the most important and decisive role of the leaders is to develop, manage and sometimes even destroy the culture in the organization (Schein, 1999). Since, its introduction by Cameron and Quinn (1999), the Organizational Culture Assessment Instrument (OCAI) has been widely used by

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many organization to survey its employee to determine an overall organizational culture profile. The instrument is used to evaluate organizational culture in six dimension that based on the framework theory of how organization run and what are the values that formed culture in the organization (Cameron and Quinn, 1999). The existing and expected organizational culture will be identified using the OCAI. OCAI can be used to evaluate and develop a plan to change culture in trying to adapt to changes in the environment along the way of achieving organizational vision, mission and goals (Cameron and Quinn, 1999). The organizational attribute that includes management style, leadership, reward system strategic plan is reflected by organizational culture profile (Cameron and Quinn, 1999). In order to initiate culture changes, it is necessary to first identify those attributes to be modified. The process of identification and modification are the most difficult in a journey of initiating a culture change in the organization. Using the OCAI to evaluate and analyze the perception, feelings and thoughts of employees, leaders of ABC University will be able to understand the perception of existing and expected culture in the organization. It is hoped that by using this process, a smooth and effective organizational change that lead to a more productive development can essentially be achieved.

University culture: The University stakeholders (i.e., academic, non-academic, board of management and other staff)' values and beliefs that communicated and practiced formally and informally and verbally and nonverbally could be defined as its' culture (Deal and Kennedy, 2000; Bartell, 2003). The university decision making processes is believed to be mostly influenced by the values and beliefs of its employees. It is also help shape the behaviors of individuals and organization (Tierney, 1988; Bartell, 2003). The behaviors and belief can be seen through institutional norms and specific language in the organization (Bartell, 2003; Cameron and Freeman, 1991). It can also be seen as the organizational personality. When someone look at the university building architecture, student and staff interaction, how the campus facilities managed and maintained, it is easy to see what kind of culture that university has. The importance of culture concept and the powerful role it plays in bring about change has been more and more realized by the university leaders. In addition, the university strong relationship between its distinctive character and the related cultures (Bartell, 2003). While the business organization, most of the time has clear goals and objectives so it is easy to measure, university often times is not (Bartell, 2003; Baldridge *et al.*, 1978; Birnbaum, 1988; Kosko, 1994). In addition, the operational

of the university is greatly influenced by a very diverse internal stakeholders that consist student and staff and external stakeholders that consist of communities, political and governance body, accreditation agency and media (Bartell, 2003). This situation make it that a university is the most difficult modern organization to manage (Bartell, 2003; Mintzberg and Van der Heyden, 1999). It is the good communication management among all individuals that share decision making power that is often very delicate will make the different (Mintzberg and Van der Heyden, 1999).

Components of a successful organizational culture: The 2003, Higher Education Report says that the trust between management and staff at a university is result of an effective culture in the organization. It is also believed that effective culture teaches and exercises good behaviors, individual motivation and information governance processing that lead to the shaping of values and relation among the employees. Essentially, the rise of beliefs to the objectives desired and the preferred modes of conduct will be achieved. The practices and beliefs of board members, senior managers, academic and non-academic members, communities, competitors in the market served and society as the great tapestry of university culture that will determine the success of the organization. It is important that a good and rooted history and tradition understanding to achieve a flourish academic and social system. Having achieved that the structure in the university will be comprise of shared mental model which all member of the organization will perceived similar understanding of internal and external events. In general, the university member get the mental model by way of written rule and regulation and handbooks. While (Cameron and Freeman, 1991) investigation of the dimension (congruence, strength and type) relation and the effectiveness of an organization has been done. It is found that congruence and strength are not a strong determinant as the culture type (i.e., clan, adhocracy, hierarchy or market) of the effectiveness of organization.

The changing role of the academic middle manager: There has been a fast changing need in operation in the external and internal due to university changing environment. This change includes limited and difficult to find funding, global and mass education, online and distance education and the ever increase in capital equipment costs (Bartell, 2003). The system delivery, academic programs and internal relationship has affected by these changes. As the university is one of the most difficult organization to manage, at the same time

university manages and faculty members are not good in operating effective organization. The fast change of external demands must be followed by quick and effective adaptation of institutional implementation of strategies to achieve better productivity (Bartell, 2003; Dill, 1982; Masland, 1985). The interview results of middle managers in a university found that they agree with collegiality in the process of making decision and a shared values in university structures (Hellawell and Hancock, 2001). They belief that collegiality will help academic body in finding best solution to most of university problems (Hellawell and Hancock, 2001). In general, middle managers at the university see collegiality as the way to thrive and positive adaptation of change in the organization. Different from the middle managers, lower level managers seen that collegiality as the norm in the interpersonal relationship that bring more problems than the solutions. The respondent at higher levels of management reflected decrease in collegiality (Hellawell and Hancock, 2001). This situation seems to be the impact of logistic. Especially in large university, it is problem of communication and work together in designing and delivering a programs or course since they are often time quite a distance even though they are in one campus (Hellawell and Hancock, 2001). One of the suggested solution would be to have faculty and staff of a most related department at the same building so as to easily get them together when they design and deliver the course and some other important activities. As for the higher level of management, they need to have a regular meeting to improve the need to be collegially perated university (Hellawell and Hancock, 2001).

Improvement strategies for university culture: The ever growing forces of adapting to change in social, technology, economy and politic has been experience by all universities in the world in the last 20 years or so (Bartell, 2003). The higher education institution have to be able to respond and adapt to this change in order to survive and grow in this unparalleled development, complexity and competitive market in education industries. The change required includes but not limited to research of both organization and operation, training and development and management of the overall higher education (Bartell, 2003; Cohen, 1997). There must be started with organizational change then organizational processes and hierarchies. Sadly not all organizational effort to change will succeed, partly due to a very complex nature of university organization. But, most of the times was the lack of understanding of organizational culture critical role in the organization change. This is why now-a-days senior managers and strategic planners put

strong emphasis on the importance of organizational core values along with vision, mission, goals and objectives (Deal and Kennedy, 1982).

ABC University vision: A world-class knowledge institution in continuous pursuit of innovation and enterprise.

ABC University mission: ABC commits to deliver excellence in education and research for the global community by:

* Providing a learning experience that encourages and rewards innovation
* Creating high impact applied knowledge
* Pursuing a positive contribution to the quality of life
* Contributing to outstanding leadership
* Leading corporate entrepreneurship

ABC University core values:
* Tenacious focus (acting with a passionate, committed and determined focus towards shared purposes)
* Freedom to innovate (combining integrity with a creative and results-oriented spirit)
* Far-sighted (sharing the foresight to recognize and take action on future opportunities)
* Embrace diversity (celebrating diversity in the pursuit of excellence)

Quality policy: BINUS University is committed to providing a world class education with international learning experience that makes positive contributions to the global community.

Quality objectives:
* About 1 out of every 3 graduates becomes an entrepreneur or is working at a global organization within 6 months upon graduation
* About 25 innovative legally registered intellectual property per year
* An average of one international paper per faculty member per year
* About 20% of active students gain international experience during their period of study
* Academic satisfaction index of 75%
* Excellent stakeholder satisfaction

ABC University core competencies
Creative and talented people: Researchers believe that winning in the most dynamic competition arena will rely on those who are creative and talented as prime movers for the organization.

Innovation culture: By building continual improvement atmosphere and actively listening to any possible opportunities, researchers build innovation culture and craft the organization to be adaptable in leveraging sustainability and competitive advantage.

Quality improvement: Capturing the voice of the customer and at the same time focusing on strategic innovation give us confidence that building relentlessly quality improvement will lead to academic and operation excellence through quality practices.

Information technology: Amalgamation of work culture with the use of information technology makes us capable of synchronizing the activities and staying abreast with the advancement of global changes.

Enterprises organization: Blending enterprise culture and world best practices with strong academic value has made us always in the forefront of productivity, competitiveness and sustainable growth.

MATERIALS AND METHODS

This study was conducted by way of questionnaire administered to a sample of representing ABC University. The questionnaire was developed based on the Organizational Culture Assessment Instrument (OCAI) model and sent by email to about 200 managers in the organization. Confidentiality was taken to account by not exposing their name and position in the returned questionnaire, so that only the researchers that possibly know where the email of returned questionnaire come from. Other right and confidentiality of employees consent to participate were protected. It is known that OCAI has been widely used to predict performance of the organization (Cameron and Quinn, 1999). It has also been known as a good tools to identify existing organizational culture and then continue on identifying expected future culture that most employees think should be developed to adapt to future environment demand (Cameron and Quinn, 1999).

There are 6 of the OCAI questions, namely; dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphases and criteria of success. There are 4 alternative for each question, namely; A = Clan, B = Adhocracy, C = Market and D = Hierarchy. Each individuals when completing the OCAI questionnaire is asked to divide 100 points for the 4 options, based on the extent to which each option is best explained to the organization being assessed. If the alternative is most similar to explained organization then it will be assign higher values among the rest of the

option. It will proceed that way until all 4 options has been assign value with the total equal to 100 points. The average scores for each option is computed as the results of OCAI survey for Now and Expected. The results now is ready to be depicted on a plot that serves as information about existing and expected organizational culture of the organization under studied. Then now it is ready to be used as basis to initiate organizational culture strategy change (Cameron and Quinn, 1999).

The four major culture types (alternatives) of OCAI
The hierarchy culture: The environment that are relatively stable is the emphasis of "The Hierarchy Culture". The work and function is coordinated and integrated, the product and services uniformity in good maintenance and uniformity in products and services can be maintained and the good control of workers and jobs (Cameron and Quinn, 1999). Incorporation of decision makers of firm authority, standard operating procedures, as well as control and responsibility management is the success definition in this culture (Cameron and Quinn, 1999).

The market culture: Market culture is the type of organization that function as a market itself in the context of OCAI (Cameron and Quinn, 1999). The market culture is primarily concerned with the external environment, as it focuses on transactions with outside suppliers, customers, contractors, licensees, unions, regulators, etc (Cameron and Quinn, 1999). The market operates primarily through monetary exchange, as competitiveness and productivity in these organizations are dependent on strong external positioning and control (Cameron and Quinn, 1999).

The clan culture: The 3rd form of organization is the clan culture and is analogous family-type of organization. In this culture, teamwork and development of employee is the emphasis that customers are considered as partners (Cameron and Quinn, 1999).

The promotion of humane work environment with the goal of empowering managerial by gaining their commitment, involvement and loyalty is the form of this organization (Cameron and Quinn, 1999). A friendly place to work where people share a lot of themselves is the clan culture when assessed with OCAI. With the emphasis of loyalty, tradition and commitment, leaders are acted as mentors. A successful domestic climate with concern of people, would be achieved through teamwork, involvement and consensus (Cameron and Quinn, 1999).

The adhocracy culture: A temporary, specialized and dynamic unit is adhocracy that comes from the term ad

hoc. In the industries like aerospace, software development, consultant and movie making are adhocracy organization (Cameron and Quinn, 1999). In this type of organization, the goal is be innovative and adaptable where there is no form of the power being centralized (Cameron and Quinn, 1999). The flows of power is from individual to other individual according to what work to be done at that time is the adhocracy organization as well. As a result, those in the adhocracy are considered as specialize in a risk takers that understand and prepare for change (Cameron and Quinn, 1999).

Data collection procedures: In this research, an email questionnaire survey was used. Permission to administer the OCAI survey to employees was obtained from the ABC University before conducting the survey. Once researchers have granted permission to conduct the research, researchers distribute by email the questionnaire and give the employee the opportunity to answer the questions. In this case, employee know that their participation are voluntarily. Later researchers collect the questionnaire and select the valid one to be analyzed and essentially ready to be tabulated.

Data analysis methods: The 38 valid returned data were handled following OCAI scoring method and analysis. The existing and expected type of culture average score were computed for each letter A-D representing the 4 option of OCAI (A = Clan, B = Adhocracy, C = Market and D = Hierarchy). Now the scores were ready to be plotted to draw a picture of the ABC University Culture where the plot served as an organizational culture profile (Cameron and Quinn, 1999). By analyzing and evaluate this plot, researchers now can see the perception, thoughts, feelings of ABC University with respect to existing and expected organizational culture. Researchers now also can see whether employee perception of organizational culture is congruent with overall vision, mission, goals and objectives of the university.

RESULTS AND DISCUSSION

Email questionnaire sent out by e-mail on November 21, 2012 to >100 sample selected using stratified sample from 684 permanent employees representing ABC University. Within 2 weeks, 38 (5.2% of population) valid questionnaire was returned and analyzed. Among 38 returned and later used in this study, 67% are men and 33% are women. Education background; 22% high school, 22% bachelor, 50% masters and 6% PhD. The method of survey was done in such a way as to guarantee employee anonymity that might worry them in providing an

objective response to the questionnaire. The ABC University organizational culture profile mean score for each lettered cultural alternatives (A = Clan, B = Adhocracy, C = Market, D = Hierarchy) for the existing and expected one is presented in Table 1. Descriptive statistics is illustrated in Fig. 1 (4-quadrant plot). By analyzing and evaluate Fig. 1, researchers now can see the perception, thoughts, feelings of ABC University with respect to existing and expected organizational culture. Researchers now also can see whether employee perception of organizational culture is congruent with overall vision, mission, goals and objectives of the university. The interpretation through (Cameron and Quinn, 1999), the clan culture description is indicative of employees feeling that ABC University is a very friendly place. The promotion of humane work environment with the goal of empowering managerial by gaining their commitment, involvement and loyalty is the form of this organization (Cameron and Quinn, 1999). A friendly place to work where people share a lot of themselves is the clan culture when assessed with OCAI (Cameron and Quinn, 1999). With the emphasis of loyalty, tradition and commitment, leaders are acted as mentors. A successful domestic climate with concern of people, would be achieved through teamwork, involvement and consensus (Cameron and Quinn, 1999). With ABC University tag line people, innovation and excellence, the provision of human resource development is being supported by the university policy.

Table 1: Description statistics

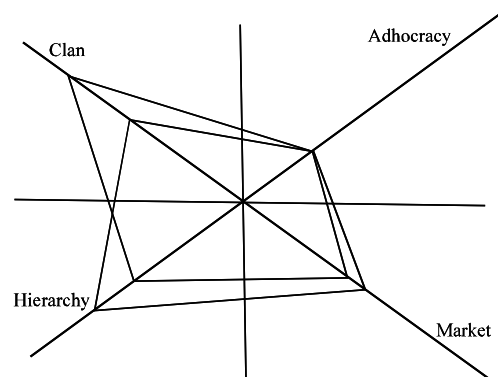| Categoty	N	Min.	Max.	Mean	Std. dev
A current	38	5	50	25	5.5
B current	38	10	40	23	4.3
C current	38	10	45	25	5.0
D current	38	5	40	27	4.7
A prefferd	38	10	40	29	3.4
B preffered	38	15	40	23	3.2
C preferred	38	5	45	24	3.1
D prefferd	38	10	50	24	4.0

Valid N = 38

Fig. 1: A 4-quadrants plot

CONCLUSION

The clan culture is the existing and expected culture found on this study of the surveyed employees in the ABC University with average score of 25 and 29, respectively. As can be seen, the existing and expected organizational culture presented in Table 1.

RECOMMENDATIONS

Leaders, managers, academic staff and non-academic staff ABC University, need to continue its current strategy in achieving overall vision, mission, goals and objectives. It is recommended that organizational leaders use the OCAI instrument periodically to assess the effectiveness of changes implemented to help align the existing culture to what is expected by organizational employees. Continual improvement of organizational culture at the university level may lead to better preparation of congruent strategy to achieve a sustainable higher productivity of all employee.

LIMITATIONS

This study limitation rest with the fact that researchers only have 38 valid returned questionnaires that researchers used as a basis for analysis. Further study need to be conducted with more valid data to be used for better analysis. Other limitation might be the participant honesty and objectivity in responding to questionnaire. Further study is needed to verify this research results and at the same time possibly to eliminate these limitation by involving surveying the perceptions of more employees representing the university.

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