Existing and Preferred Organizational Culture at Wesleyan University – Philippines

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Abstract: **This study aimed to describe the existing and preferred organizational culture of Wesleyan University-Philippines based on the four distinct types of culture in organizations as to Clan, Adhocracy, Market and Hierarchy in terms of the 5 dimensions namely dominant characteristics, organizational leadership, management of employees, organizational glue and strategic emphasis. The researchers utilized the descriptive research design and the 197 respondents of the study who were chosen purposively were the heads, faculty (tenured & non-tenured), staff and student leaders. The study found out that in terms of: 1).Dominant Characteristics, the existing culture as observed by all respondents was clan. It was also the preferred culture by faculty and student leaders. However, market culture was preferred by heads and staff; 2).Organizational Leadership, the existing culture as observed by most of the respondents was clan and it was also the preferred culture of tenured faculty, staff and student leaders while hierarchy was preferred by heads and non-tenured faculty; 3).Management of Employees, the culture that is existing and also the preferred culture by most of the respondents was clan; 4).Organizational Glue, the heads, non-tenured faculty and student leaders observed that hierarchy was the existing culture while for tenured faculty and staff it was clan. Majority of the respondents want a clan culture in the organizational glue; and 5).Strategic Emphases, the existing organizational culture as observed by heads and staff was hierarchy, clan for faculty and market for student leaders while clan was preferred by non-tenured faculty, staff and student leaders, hierarchy for heads and adhocracy for tenured faculty.**

Keywords: **Organizational Culture, Preferred, Existing, Clan, Adhocracy, Market, Hierarchy.**

I. INTRODUCTION

Organizations are expected to be dynamic, vital and nourishing places to work in which people behave according to the established norm of conduct and are motivated to achieve the challenging goals and objectives of the institutions, and where every member seeks to take responsibility in making his/her organization effective. In most successful organizations, managers and employees work together to align themselves with organizational initiatives and objectives and build organizational culture through creative and continually changing methods (Parker, 2000) as cited by Aldaba 2010.

Berrio (2003) citing (Schein, 1992; Cameron and Quinn, 1999) gave a contemporary definition of organizational culture. It includes what is valued, the dominant leadership style, the language and symbols, the procedures and routines, and the definitions of success that characterizes an organization. Organizational culture represents the values, underlying assumptions, expectations, collective memories, and definitions present in an organization. Parker (2000) postulates that organizational cultures can be designed to empower employees to achieve personal growth and exceptional performance.

Moreover, Aldaba, 2010 stated that schools are considered as important organizations that are tasked to shape and mold the young entrusted to them. Hence, schools need to continually improve in order to satisfy their stakeholders, particularly the students and their parents. It is important that the prevailing culture in schools and how they are managed, individually or collectively, be studied and understood, in order to ensure that they live their vision and achieve the objectives they set and they become effective schools. Improvement in schools is most likely to be achieved when there is a culture that

encourages everyone to give their best both individually and collectively. The challenge for the leaders of organizations is to foster and manage its culture, as this is one key to achieving the desired improvement.

This study aimed to describe the existing and preferred organizational culture of Wesleyan University-Philippines based on the four distinct types of culture in organizations (Clan, Adhocracy, Market and Hierarchy) in terms of the 5 out of 6 dimensions: (1) dominant characteristics; (2) organizational leadership; (3) management of employees; (4) organizational glue; and (5)strategic emphasis.

The study may serve as benchmark on what is the observed existing and preferred organization cultures by WU-P heads, faculty, staff and student leaders. Hopefully, the output of the study may benefit the University in terms of identifying possible strategic directions of organizational functioning and effective leadership.
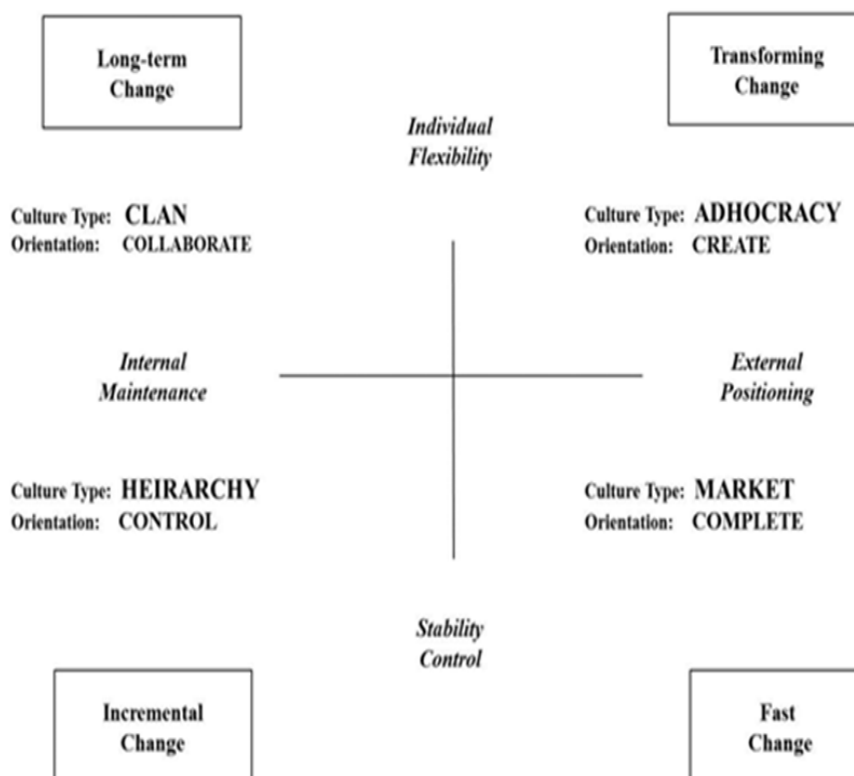
II.   LITERATURE REVIEW

Figure 1   The Competing Values Framework

Culture Types:

As noted in Figure 1, the competing values framework identifies four distinct types of cultures in organizations.

The *clan culture*, in the upper left quadrant of Figure 1, is typified as a friendly place to work where people share a lot of themselves. It is like an extended family with best friends at work. Leaders are thought of as mentors, coaches, and, perhaps, even as parent figures. The organization is held together by loyalty, tradition, and collaboration. Commitment is high. The organization emphasizes the long-term benefits of individual development with high cohesion and morale being important. Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus.

In the upper right quadrant of the competing values framework is the *adhocracy culture*. It is characterized as a dynamic, entrepreneurial, and creative workplace. 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/or services. Readiness for change and meeting new challenges are important. The organization's long term emphasis is on rapid growth and acquiring new resources. Success means producing unique and original products and services.

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A *market culture* in the lower right quadrant is a results-oriented workplace. Leaders are hard-driving producers, directors, and competitors. They are aggressive 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. Success is defined in terms of market share and penetration. Outpacing the competition, escalating share price, and market leadership dominate the success criteria.

The organizational culture in the lower left quadrant, the *hierarchy culture*, is characterized as a formalized and structured place to work. Procedures and well-defined processes govern what people do. Effective leaders are good coordinators, organizers, and efficiency experts. 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.

Cameron and Ettington's (1988) review of the literature found more than 20 dimensions of organizational culture, including dimensions such as internal-external focus, speed, riskiness, participativeness, clarity, power distance, masculinity, and individualism. Each of these dimensions helps establish a profile or a pattern for an organization's culture. By far the three most dominant and frequently appearing pattern dimensions in the literature, however, are cultural *strength* (the power or preeminence of the culture), cultural *congruence* (the extent to which the culture in one part of the organization is congruent with the culture in another part of the organization), and cultural *type* (the specific kind of culture that is reflected in the organization). Cameron &Ettington (1988) found that "the effectiveness of organizations is more closely associated with the *type* of culture present than with the congruence or the strength of that culture (p.385)."

III.   RESEARCH METHODOLOGY

The study utilized the descriptive research design which is generally defined as an "attempt to describe systematically a situation, problem, phenomenon, service or program or provides information about, say, living condition of a community, or describes attitudes towards an issue" (Kumar, 2005).

This study was conducted at **Wesleyan University-Philippines** (**WU-P**). It is a private, non-stock, non-profit and non-sectarian university located in Cabanatuan City, Nueva Ecija, Philippines and run by the United Methodist Church (UMC). Founded in 1946 as the **Philippine Wesleyan College**, it is named after John Wesley, the founder of Methodism. The university offers pre-elementary, grade school, high school, undergraduate, and graduate programs. It also initiated the SHARE (Studentship Assistance for the Handicapped and their Rehabilitation through Education) program, the first school in Central Luzon to integrate hearing-impaired students into mainstream classes.

The University was granted a five-year autonomy by the Commission on Higher Education effective March 11, 2009. Its acronym may be written as WUP or WU-P. It is one of the four 'Knowledge Eagle Universities of Nueva Ecija.'

Figure 2: Photograph of WUP Administration Building

The respondents who were chosen purposively were presented in Table 1.

Table 1: Respondents of the Study

Respondents		Total
Administrative and Academic Heads		12
Full time tenured faculty		23
Full time non-tenured faculty		45
Staff		47
Student Leaders		52
Total		179

The researchers used the organizational culture assessment instrument (OCAI) developed by Cameron and Quinn (1999) to develop 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 (although only 5 dimensions were considered by the researchers in this study) 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.

The competing values framework can be used in constructing an organizational culture profile. Through the use of the OCAI, an organizational culture profile can be drawn by establishing the organization's dominant culture type characteristics. In this respect the overall culture profile of an organization can be identified as:

- Clan: an organization that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers.

- Hierarchy: an organization that focuses on internal maintenance with a need for stability and control.

- Adhocracy: an organization that concentrates on external positioning with a high degree of flexibility and individuality.

- Market: an organization that focuses on external maintenance with a need for stability and control.

The data gathered were tallied and analyzed using the quadrant of Competing Values Framework as shown in figure 1.

IV.   RESULTS AND DISCUSSIONS

The analysis of organizational culture of WU-P reveals that the respondents of the study have observed different organizational cultures that are existing and their preferred cultures in terms of the four distinct types of cultures in organizations. Table 2 presents the surveyed existing and preferred culture of WU-P family.

Dominant Characteristics:

In terms of Dominant Characteristics, the heads, faculty, staff and student leaders observed that the existing culture at WU-P is CLAN. This means that people at Wesleyan share lots of personal information, much like an extended family and consider WU-P as a very pleasant place to work.

It has often been presumed that extended family groups enjoy certain advantages, such as a greater sense of security and belonging due to sharing a wider pool of members to serve as resources during a crisis and more role models to help perpetuate desired behavior and cultural values. These extended family members tend to gather often for events and feel responsible for helping and supporting one another, both emotionally and financially (Browne,2011).

The preferred dominant characteristics of the faculty and student leaders is also CLAN while the heads and staff want a culture where people are competitive and goal oriented. A result oriented organization whose main concern is getting the job done (Market culture).

Organizational Leadership:

In terms of organizational leadership, the heads, observed that the existing culture at WU-P is HIERARCHY. The leaders in hierarchy culture are good coordinators and organizers who are very efficient minded. This is different from the observation of the faculty, staff and student leaders which was CLAN where the leaders or heads at WU-P are seen as mentors and perhaps even parent figures.

Leader–led relationships are analogous to parent–children dynamics in many respects. Leaders, like parents, are figures whose role includes guiding, directing, taking charge, and taking care of others less powerful than they and whose fate is highly dependent on them. The extent of the dependence of children on parents, or of followers on leaders, renders the influence of the latter highly important. It is assumed that leaders with whom followers form emotional relationships function in many respects like parents. Just as parents protect, guide, and teach children, helping them to grow into functioning and autonomous adults, so do leaders in Clan Culture with their relationships with their followers. In short, leaders at WU-P were viewed as a person who will help their followers grow and develop as employee.

The preferred leadership by the heads and non-tenured faculty is HIERARCHY while the tenured faculty, staff and student leaders prefer CLAN.

Table 2: Existing and Preferred Organizational Culture of the Respondents

Organizational Culture Profile	Heads (n=12)	Faculty Tenured (n=23)	Faculty Non-Tenured (n=45)	Staff (n=47)	Student Leaders (n=52)
Dominant Characteristics					
Existing Culture at WU-P	Clan	Clan	Clan	Clan	Clan
Preferred Culture at WU-P	Market	Clan	Clan	Market	Clan
Organizational Leadership					
Existing Culture at WU-P	Hierarchy	Clan	Clan	Clan	Clan
Preferred Culture at WU-P	Hierarchy	Clan	Hierarchy	Clan	Clan
Management of Employees					
Existing Culture at WU-P	Hierarchy	Clan	Clan	Clan	Clan
Preferred Culture at WU-P	Clan	Clan	Hierarchy	Clan	Clan
Organizational Glue					
Existing Culture at WU-P	Hierarchy	Clan	Hierarchy	Clan	Hierarchy
Preferred Culture at WU-P	Adhocracy	Clan	Clan	Clan	Clan
Strategic Emphases					
Existing Culture at WU-P	Hierarchy	Clan	Clan	Hierarchy	Market
Preferred Culture at WU-P	Hierarchy	Adhocracy	Clan	Clan	Clan

Management of Employees:

As to managing the employees, the heads observed that the existing culture at WU-P was concerned with secure employment and predictability (HEIRARCHY CULTURE), while the rest of the respondents viewed the management of employees is concerned on teamwork, participation and consensus (CLAN).

The preferred management of employees, however, by the heads, tenured faculty, staff and student leaders was CLAN while the non-tenured faculty wants a HIERARCHY CULTURE.

Since most of the respondents preferred the existing culture of clan in terms of management of employees at Wesleyan they like to be on the groups that meet over time to complete a project and then wind down, with the role of leader alternating (self-directed work teams), or a traditional staff that meets as a group on an ongoing basis to discuss operating issues. If all the departments do operate as team at WU-P and always practice teamwork, the work efforts of the employees are designed to meet the objectives not only of the department, but the whole Wesleyan Community as well. Many business experts now believe that teamwork is critical to organization productivity and profitability (AMA, 2014).

Organizational Glue:

According to heads, non-tenured faculty and student leaders' hierarchy culture was the organizational glue that holds the WU-P employees together. In Hierarchy culture, formal rules and policies hold the organization together. While the tenured faculty and staff see the organization was held together by loyalty and tradition (CLAN).

The preferred organizational glue of the heads at WU-P was ADHOCRACY Culture. In adhocracy culture, commitment to experimentation and innovation is what holds the organizational members together. The emphasis is on leading edge or be number one and the best. The rest of the respondents want a CLAN organizational glue.

Strategic Emphases:

For the heads and staff, the strategy of WU-P was Hierarchy Culture. The strategic emphasis focused on error detection, measurement, process and quality control and systematic problem solving.

For the faculty the strategic emphasis was CLAN. WU-P Strategy as observed by the faculty focused on empowerment, teambuilding, employee involvement and open communication while for the student leaders, strategic emphases of WU-P are measuring customer preferences, improving productivity, creating external partnerships, enhancing competitiveness, involving customer and suppliers. The heads also prefer HEIRARCHY while the rest of the respondents prefer CLAN.

V.   CONCLUSIONS AND RECOMMENDATIONS

Almost all organizations develop a dominant type of organizational culture over time, and these culture types can be reliably and validly assessed using an instrument based on the Competing Values Framework by Cameron & Quinn, 1999. Particular types of cultures form as certain values, assumptions, and priorities become dominant when organization address challenges and adjust to changes. These dominant cultures help the organization remain consistent and stable as well as adaptable and flexible in dealing with a rapidly changing environment.

In this study, heads observed that HIERARCHY was the existing and their preferred organizational culture at WU-P, further majority of the faculty, staff and student leaders observed that the existing and their preferred organizational culture was CLAN.

In the light of the findings, the researchers recommend that for WU-P to thrive and be more successful organization, it be should led by leader or leaders who concentrate on internal maintenance with flexibility and stability, concern for people and sensitivity for customers (students). The University should be managed with control and decisions should be collaborative in nature.

In addition, since this study was exploratory in nature, the researchers recommend to other researchers to research on other dimensions of culture particularly in organizational structure, governance (leadership style) human resources, curriculum and instruction, physical and financial resources and community support. Also, an in-depth study using other approaches such as qualitative research methodology maybe used to validate the results of the study.

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