

Organizational Culture Profile of Laguna State Polytechnic University: A Basis for Human Resource Intervention Development Program

Mary Grace M. Reyes, PhD¹, Violeta P. Rana²

^{1,2}Laguna State Polytechnic University

Abstract: *Culture as defined by the school of cognitive anthropology, consists of the psychological structures, which guide individuals' and groups' behavior. This comprises the norms, traditions, lifestyle, values and behavior of the people and or group of people in a society and or organization. Culture is one the ingredients that will help organizations to become progressive, fruitful and strong. Identification of its culture profile will help organization (e.g. academic institutions) align their human resource intervention development program and activities that will empower its people (e.g. academic heads, faculty and staff). The study focused on determining the organizational culture profile Laguna State Polytechnic University Sta. Cruz Campus as perceived by the academic heads and selected faculty from different department/s in terms of managing change, achieving goals, coordinating teamwork, cultural strength, and customer/clientele orientation as perceived by the academic heads and selected faculty. It also explained the extent of manifestation of the academic heads with regard to the given variables of this study.*

Keywords: organizational culture profile, managing change, achieving goals, coordinating teamwork, cultural strength, and customer/clientele orientation

1. Introduction

The study focused on determining the organizational culture profile Laguna State Polytechnic University Sta. Cruz Campus as perceived by the academic heads and selected faculty from College of Arts & Sciences, College of Industrial Technology, College of Hospitality Management and Tourism, College of Engineering, College of Nursing and Allied Health, College of Computer Studies, College of Teacher Education, College of Business Management and Accountancy, and College of Criminal Justice Education department. The respondents of this study were the deans, associate deans and program coordinators and selected faculty of the said college/s. This study sought to determine the existing organizational culture profile in terms of *managing change, achieving goals, coordinating teamwork, cultural strength, and customer/clientele orientation* as perceived by the academic heads. It also explained the extent of manifestation of the academic heads with regard to the given variables of this study.

Defining organizational culture. The term culture, as defined by the school of cognitive anthropology, consists of the psychological structures, which guide individuals' and groups' behavior. For instance, Good enough who is representative of that school of thought, pointed out that the culture of society: "consists of whatever it is one to know or believe in order to operate in a manner acceptable to its members" (In Geertz, 1973, p.11). The term organizational culture has a similar meaning, only, it is applied to the concept of organization instead of society. For instance, Eliot Jaques provides the following description of the culture of a factory: "The culture of the factory is its customary and traditional way of thinking and of doing things, which is shared to a greater or lesser extent by all its members, and which new members must learn, and at least partially accept... Culture is part of the second nature of those who have been with the firm for a long time." (1951: 251).

Culture, thus, consists of the set of assumptions, values, norms, symbols and artifacts within the organization, which convey meaning to employees regarding what is expected and shape individual and group behavior (Enz, 1988; Hatch, 1993; O'Reilly et al, 1991; Rousseau, 1990). Schein (1985) defined culture as, "A pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to these problems." (p.12). Martin and Siehl (1983) viewed culture as the glue, which holds the organization together via patterns of shared meaning, while Swartz and Jordon (1980) suggested that culture is the composition of expectations and beliefs about behavior shared in the organization. Therefore, organizational culture is expected to have an important bearing on behavior (Cooke & Szumal, 2000; Chatman & Barsade, 1995; Martin & Siehl, 1983; Schein, 1985). There are some natural drawbacks to attempts to empirically measure culture due to its inherent subjectivity (Geertz, 1973; Rousseau, 1990). Culture is a socially constructed phenomenon and as such may be difficult to capture and quantify (Denison, 1996). Geertz (1973), in an attempt to emphasize the subjective nature of culture cites Goodenough, who believed that culture was embedded in the minds and hearts of people. Therefore, it could be maintained that culture has infinite forms such as is the number of possible subjective interpretations. Such a conclusion precludes the quantifiable measurement of organizational culture. A debate making the culture literature even more complicated has revolved around the methods of culture measurement (Denison, 1996; Denison & Mishra, 1995). In the emic measurement tradition, researchers have advocated qualitative methods of measurement capturing the native point of view (Denison, 1996), while the etic perspective, which allows for quantitative measurement with instruments theoretically developed by the culture researcher has been applied more

Volume 7 Issue 11, November 2018

www.ijsr.net

Licensed Under Creative Commons Attribution CC BY

consistently to the measurement of climate rather than culture. In spite of the ongoing disagreements over the nature and measurement of culture, a number of quantitative instruments have been developed through a combination of methods that allow for the quantifiable measurement of culture. According to (Fralinger & Olson, 2007) organizational culture has been recognized as an important element which can influence organizational success. Since then organizational culture became a very important field of investigation. Organizational researchers and managers have examined the concept of culture in a variety of settings in order to develop more consistency and productivity in the work place. Organizational culture can be used to increase organizational effectiveness because it controls the way members make decisions, the way they interpret and manage the organization's environment. In purely objective sense it maybe that an organization can actually do very little to affect its environment. Still, when organization members share a strong belief that they can have some effect on their environment they are likely to invest their energies in efforts that just might have some positive payoff. If they believe instead that they cannot have any impact, then it is not relevant whether or not that is really true; they will not try. The result can be disastrous for the organizations. (Parson, 2013)

2. Objectives

This study aims to achieve the following:

- 1) To determine the extent of manifestations of the respondents with regard to organizational culture profile of LSPU-System.
- 2) To identify if there is any difference among the subgroups of demographic variables: age, sex, educational attainment and length of service in the organizational culture profile
- 3) To contribute in designing related HRD intervention program (in terms of training and development) based from the result of this study.

3. Review of Related Literatures

This chapter contains different theories and studies with regard to organizational culture profile in a particular organization (i.e. academic institutions). It states the different definition and aspects concerning organizational culture and how it can be an avenue for organizational effectiveness through empowerment of its organizational members by means of intervention programs. This study will be guided with the use of different theories from various authors to determine the organizational culture profile of a particular organization. (e.g. academic institutions). Organizational Culture basically comes from three sources; the beliefs, values, and assumptions of founders of organizations and the learning experiences of each group members as their organizations evolve. Values, belief and assumptions can be thought greatly influence decision making processes at university and shape individuals and organizational behaviors. Behaviors based on underlying assumptions and beliefs are conveyed through stories, special language and institutional norms (Cameron & Freeman, 1991 as cited Beytekin, Yalcinkaya, Dogan, & Karakoc 2008.) A framework and theory developed by Dr.

Talcott Parsons as cited by Marshall Sashkin (2013) with regard to social system.. He argued that all organizations must carry out four functions if they are to survive for any substantial length of time. Labeled these four functions *managing change, achieving goals, coordinating teamwork, cultural strength* and *customer/clientele orientation*. Each of the functions is supported (or, in some organizations, hampered) by the values and beliefs that are shared by the organization's members. These values and beliefs are powerful forces for organizational effectiveness or for organizational failure. They are, however, most often unstated and unspoken; they are sometimes even actively concealed. But how can such abstract things as values and beliefs determine whether an organization fails or prospers?

During the last two decades universities worldwide have come under increasing pressures to adapt to rapidly changing social, technological, economic and political forces emanating from the immediate as well as from the broader postindustrial external environment (Bartell, 2003). The unprecedented growth, complexity and competitiveness of the global economy with its attendant socio-political and technological forces have been creating relentless and cumulative pressures on higher education institutions to respond to the changing environment (Cohen, 1997).



Figure 1: Dimensions of Organizational Culture Profile (Sashkin,2013)

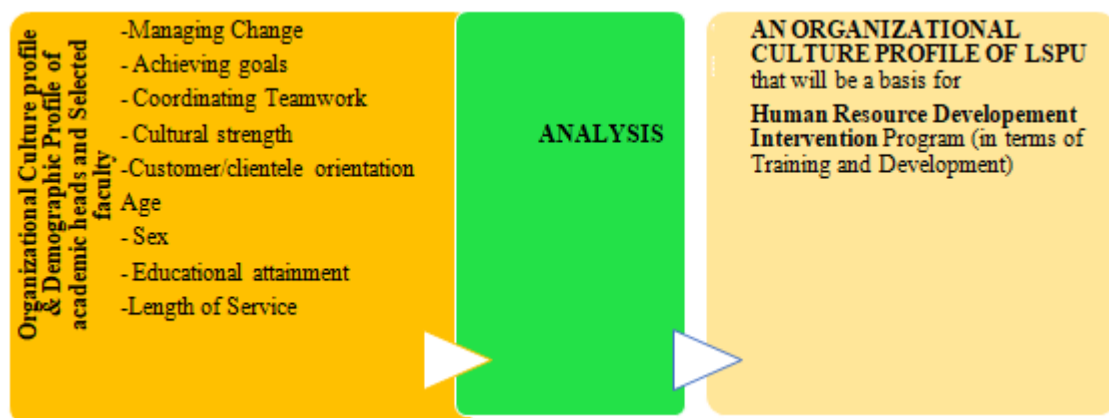
Figure 1 shows the Dimension of Organizational Culture Profile which states five functional areas. This will also identify values and beliefs that help or hinder the organizational performance of these crucial functions. *Managing change* this area of action concerns how well the organization is able to adapt to and deal effectively with changes in its environment. All organizations are open, to some extent, to influences from their environments; that is what it means when we refer to organizations as "open systems." This fact has become even more obvious today, in times of rapid technological and social change, than it was in the past. In earlier times it was possible to ignore the organization's environment and the effects it had on the organization; this is no longer possible. *Achieving Goals* states that organizations must achieve some aims or goals for clients or customers. Indeed, the role of the client or

customer is important that we have developed a separate scale to measure customer orientation. Having a clear focus on explicit goals has been proven repeatedly to have a very strong relationship to actual success and achievement. Goal achievement is also facilitated when the goals of the organization’s members are “in line” or aligned with one another and with the overall goals of the organization. *Coordinated Teamwork* refers to long term organizational survival depends on how well the efforts of individuals and groups within the organization are tied together, coordinated and sequenced so that people’s work efforts fit together effectively. Because work efforts must “connect” and fit to form a whole, it is obviously ineffective when everyone believes it’s OK to “do your own thing.” What is less obvious is that it can be equally counterproductive to attempt to have everything carefully planned from the top, down to the smallest detail. With work and the world becoming more and more complex, what is needed are more effective ways of meeting unpredictable coordination demands, ways for organization members to “mutually adjust” their actions to take into account unplanned and unpredicted circumstances. *Customer/Clientele Orientation* pertains to the values that supports an effective customer orientation function are not simply an overriding belief in the importance of the client or customer. Certain beliefs are associated with more and with less effective customer orientation strategies. For example, in some organizations people believe that the organization should create new products and then try to develop customer demand. A rather different strategy is based on the belief that new products or services should be natural extensions of existing products or service lines. It is the latter and not the former belief that supports effective customer orientation. *Cultural Strength* can be associated with stability, but stability is not the same as effectiveness. It is *not* necessarily true that a “strong” culture, in which everyone strongly adheres to a clear set of common values and beliefs, will inevitably help an organization to survive and be effective. Whether a strong culture is also a *good* culture, helping the

organization to function and survive in the long run, depends on the sort of values and beliefs that form the cultural fabric. When the culture is based on values that do not support the functions of managing change, organizational achievement, customer orientation, and coordinated teamwork—or when the values actually work against the effective performance of these functions then a “strong” culture might actually hamper organizational survival.

Organizational culture encompasses values and behaviors that “contribute to the unique social and psychological environment of an organization.” According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, and strategy, type of employees, management style, and national culture. Culture includes the organization’s vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. Ravasi and Schultz (2006) wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and, even, thinking and feeling. Thus, organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may affect how much employees identify with an organization. Schein (1992), Deal and Kennedy (2000) and Kotter (1992) advanced the idea that organizations often have very differing cultures as well as subcultures. Although a company may have its “own unique culture”, in larger organizations there are sometimes co-existing or conflicting subcultures because each subculture is linked to a different management team.

4. Conceptual Framework



- Determined OCP will be a basis in designing HRD Intervention Program
- In-depth plan is developed in designing and HRD intervention program.

5. Methodology

- Descriptive method (Percentages, Frequency counts and Mean)
- Literature review
- Survey

The main purpose of this descriptive research is to investigate, current domination LSPU- SCC Organizational culture. The descriptive survey method will be used in this study. Descriptive research includes studies that support the present facts concerning nature and status of anything (Sevilla et al. 1998). Furthermore, this method is essentially simple because it gives meaning to the quality and standing of facts that are going on. To determine the existing culture, a self- made survey method will be used in the study. This research will be conducted in LSPU- Sta. Cruz Campus specifically the academic heads, and selected faculty of the following college/s: CAS, CIT, CCS, CTE, COE, CHMT, CONAH, CCJE, and CBMA. Purposive Sampling Method will be employed in this research, due to large number of faculty and students. The total population of academic heads (deans, associate deans, and program coordinator/s) from the nine (9) college/s of the said campus will also be used as respondents of this study. The item of information obtained through the questionnaire will be augmented by additional information gathered through reading of literature and studies related to the study.

The researchers will be using a questionnaire in collecting the data for the study. The questionnaire will be divided into two parts:

Part I- Demographic Profile in terms of age, sex, educational attainment, and length of service

Part II- Organizational Culture Profile (self-made) This refers to the dimension and functions existing in a particular organization in terms of managing change, achieving goals, coordinating teamwork, cultural strength, and customer/clientele orientation. A shared values and belief which are considered to be powerful forces for organizational effectiveness or for organizational failure.

The five-point scale will be used in the second part of the questionnaire:

- 5= Strongly Agree (SA)
- 4= Agree (A)
- 3= Moderately Agree (MA)
- 2= Disagree (D)
- 1= Strongly Disagree (SD)

The means will be computed from the 5-point scale were then be classified and interpreted. Considering that the questionnaire, specifically for Part II were self- made and was not pilot-tested, a reliability test using the Cronbach's Alpha will be run to check on the reliability of the tool.

The researchers will be requesting permission from the university president to employ the said survey. The questionnaire/checklist will be given to the respondents with the permission of the university through the campus director from the four campuses. The questionnaire/checklist will be the major data-gathering tool in this study since the use of questionnaire has been widely accepted and considered a practical way of gathering information. Assessment will be provided in each item and the respondent just checked the number which corresponds to his or her perceived level of each statement.

Based on the responses from the questionnaire, the tables that follow give the picture of the distribution of the demographic profile in terms of age, sex, civil status, educational attainment, position, and length of service and the frequency distribution of the results based from the indicators given.

6. Results & Discussion

Respondents Profile

The total number of respondents for this particular research is 211, majority were between 40 years to 49 years old; are female (147: 70%). Referring to educational attainment, majority are Masterate degree holder with doctorate units (107: 51%) while in terms of number of years of teaching experience, and are almost from 11 years to 15 years (40: 18.96%), with 16 years to 20 years (47: 22.27%)

Table 1: Mean Rank of Organizational Culture Profile

Organizational Culture Profile	Mean	Rank	Interpretation
Managing Change	3.98	5	High Extent
Achieving Goals	4.19	4	High Extent
Coordinated Teamwork	4.38	1	High Extent
Cultural Strength	4.20	3	High Extent
Customer/Client Orientation	4.35	2	High Extent
<i>Grand Mean</i>	4.22	<i>The organizational culture profile of the LSPU is manifested to a high extent</i>	

The table shows the mean, rank and its equivalent interpretation of the following indicators of OCP as manifested by the respondents. These are, coordinated teamwork (Mean=4.38: 1st); customer/client orientation (Mean=4.35: 2nd); cultural strength (Mean=4.20: 3rd); achieving goals (Mean=4.19: 4th); and managing change (Mean=3.98: 5th). The grand mean of 4.22 further shows that the organizational culture in all its profile of the LSPU is manifested to a high extent.

This implies that in terms of *managing change* each department from LSPU Sta.Cruz Campus were able to adapt and deal effectively with the changes in its environment, but it needs to empower organizational structure communication process to effectively cascade significant information among its employees. Members of the department were able to understand and manifests the message of their VMGO's in terms of *achieving goals*, but it needs to nourish and strengthen their values upon achieving their goals.

Team effort are manifested among faculty in their school related activities, in terms of *coordinated teamwork* there is a need to remind themselves that this is a teamwork and not a solo effort. In terms of *cultural strength*, each department reflects a strong culture that will inevitably help the organization to survive and be effective, but there is a need to enhance the potential of satisfactory performance, faculty job satisfaction and a sense of certainty about problem solving. In terms of *customer/client orientation* a nurtured positive relationship with the students and colleagues were manifested among the people from each department, but the academic and faculty must have a good understanding of how their job provides added value to the students

The table 2 below reveals that there is no significant difference in all the indicators of organizational culture profile when respondents were grouped according to their personal profile except for one where age was found to be

statistically significant when cultural strength is at focus (F=2.286: Sig.=0.023). The result is a manifestation that gap in age significantly affect the cultural practices in any organization.

Table 2: Significant Difference on the Manifestation of respondents regarding OCP when they are grouped according to their personal profile

Personal Profile	Organizational Culture Profile (OCP)				
	Managing Change	Achieving Goals	Coordinated Teamwork	Cultural Strength	Customer/Client Orientation
Age	F=1.048 ^{ns} Sig. 0.295	F=1.120 ^{ns} Sig. 0.263	F=1.965 ^{ns} Sig. 0.050	F=2.286* <i>Sig. 0.023</i>	F=0.120 ^{ns} Sig. 0.905
Sex	F=1.361 ^{ns} Sig. 0.174	F=0.226 ^{ns} Sig. 0.822	F=0.977 ^{ns} Sig. 0.329	F=1.001 ^{ns} Sig. 0.318	F=0.749 ^{ns} Sig. 0.454
Educational Attainment	F=0.738 ^{ns} Sig. 0.461	F=0.410 ^{ns} Sig. 0.682	F=0.829 ^{ns} Sig. 0.407	F=1.459 ^{ns} Sig. 0.145	F=1.331 ^{ns} Sig. 0.184
Teaching Experience	F=0.428 ^{ns} Sig. 0.669	F=9.32 ^{ns} Sig. 0.352	F=1.583 ^{ns} Sig. 0.114	F=1.110 ^{ns} Sig. 0.268	F=0.339 ^{ns} Sig. 0.735

ns not Significant

**significant*

According to Fralinger& Olson (2007) states that cultures has been recognized as an important element which can influence field of investigation in terms of demographic profile (e.g. age). Ravasi and Schultz (2006) wrote that organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behaviour for various situations. Age significantly affects cultural strength, difference between ages affects the assumptions of behaviors in terms of thinking and feeling.

7. Conclusion

- There is a high extent in terms of organizational culture profile with an empowered customer/clientele orientation among LSPU-SCC department.
- There is no significant difference in all indicators of LSPU-SCC organizational culture profile when respondents were group according to their personal profile except for one where age was found to be statistically significant when cultural strength is at focus.
- A designed HRD intervention program that will acknowledge cultural strength and age factor may be of help to empower its organizational culture profile.

8. Recommendation

- An OCP checklist/tool may be designed to measure the organizations’ cultural strength (i.e. age) to identify in areas of concern in the formulation of human resource intervention development program.
- Formulate activities cultural strength (i.e. group dynamics activities). This will help and guide academic heads in maintaining the balance between cultural strength and age factor

References

[1] Buckingham M, Coffman C. First Break All the Rules. London: Simon and Schuster; 2000.
 [2] Burrell G. “Normal Science, Paradigms, Metaphors, Discourses and Genealogies of Analysis.” In: Clegg S,

Hardy C, Nord W, editors. Handbook of Organization Studies. London: Sage; 1996. Pp. 642–58.
 [3] Burrell G, Morgan G. Sociological Paradigms and Organisational Analysis. Aldershot: Gower; 1979.
 [4] Cameron K, Freeman S. “Culture, Congruence, Strength and Type: Relationship to Effectiveness.” Research in Organizational Change and Development. 1991;5:23–58.
 [5] Campbell J. “On the Nature of Organizational Effectiveness.” In: Goodman P, Pennings J, editors. New Perspectives on Organizational Effectiveness. San Francisco: Jossey-Bass; 1977. Pp. 13–55.
 [6] M.Sashkin, W.Rosenbach. Organizational Culture Assessment. International and Pan-American Copyright Conventions. 2013
 [7] Beytekin, Yalcinkaya. Dogan&Karakoc. The Organizational Culture At The University. The international Journal of Educational Researchers. 2010
 [8] (<http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1360923/>)