EXPLORING THE ORGANISATIONAL CULTURE AT UNIVERSITY LEVEL

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Abstract: Organizational Culture is an important component of today's management practices at university level. The objective of the research paper to investigate the Organizational Culture at University level in two selected Public and Private Universities and to find out the difference of organizational culture among the Public and Private University culture. The Competing Values Framework was used to explore the organizational culture type identified by the faculty members of these universities. This framework evaluates the Organizational Culture grounded on four types of culture: Clan, Hierarchy, Adhocracy, and Market. The outcome of this research, Public University faculty member's shows Hierarchy Culture type as current Organizational Culture. However, Private University faculty member's shows Market Culture type as current Organizational Culture. The statistical analysis was based on 160 respondents (faculty members) in the selected two public and private universities.

Keywords: Organizational Culture, Competing Values Framework Public and Private Universities.

1.0 Introduction : Organizational culture is commonly observed to be one of the most significant factor influencing organizations whole system. The Organizational culture is the transmitted patterns of the values, ideas and other symbolic systems that shape behavior of an organization. (Kroebez & Kluckhohn, 1952). Schein (1996) stated culture is the most difficult organizational attribute to change, outlasting organizational products, services, founders and leadership and all other physical attributes of the organization. In these day's organizations is mainly active as it poses opportunities and challenges to the commercial practitioners and strategy makers. Exploring such vitality is very decisive to follow the organizational goals. In the organization "People are affected by the culture in which they live. Similarly, an individual working for any organization with a firmly established culture will be taught the values, beliefs, and expected behaviors of that organization. The study of organizational culture is important for the understanding and practice of organizational behavior" (Luthans 2002). Exploring organizational culture and knowing how to successfully form, manage and measure culture in public and private sector universities. This research explore the current type of organizational culture in public and private universities, a review of the literature on organizational culture that discloses to understand an organization, the culture must also be understood. However, exploring organizational culture is interesting and organizational culture change is overwhelming. Before an organization's culture can be transformed, the current culture must first be understood.

2.0 Objectives:

The main purpose of the research is to probe into current organizational culture. The present study applied a survey to explore the current university culture of the selected two Public and Private Universities.

The primary objectives of the present study are as follows:

4.1 To explore current University culture of Public and Private Universities according to Cameron and Quinn's (1999) culture framework.

4.2 To find out the difference of organizational culture among the Public and Private University culture typology.

3.0 Review of Literature

The organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. The notion of culture has become progressively important in education industry during the1990s and into the twenty-first century. Culture transmits to the casual facets of organizations somewhat than their authorized essentials. It is showed by symbols and ceremonies rather than through the recognized structure of the organization. In the recent scenario of universities worldwide have growing compressions of social, technological, economic and political forces initiating from the outside world of any organization (Bartell, 2003). The growing globalization and worldwide rivalry have laid force on education industry. The formation of common markets, the increasing mobility of students and staff, and the free movement of capital accelerate the

push for academic transformation (Sporn, 1999). Galloway& The organization's cultural norms strongly affect all who were involved in the organization. The norms and values of the organization are one of the first places to look. That means, "How are things done in the organization?"

Cameron and Quinn (1999), have established an organizational culture framework built upon a notional model called the "Competing Values Framework." This framework states to whether an organization had a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework was also based on six organizational culture dimensions (i.e., Dominant Characteristics, Organizational Leadership, Management, Organizational Glue, Strategic Emphases, and Criteria for Success) and four dominant culture types (i.e., Clan, Adhocracy, Market and Hierarchy).

In the education industry, culture has mentioned to as the vital for the success. The Culture of the organization affects the individual's behavior and organization as whole, it has influenced both individual and success of the organization. The study of the organizational culture has increased as key factor of universities. Further it is important because the change in culture of any society begins from the educational industry.

The culture of the any educational university is different in nature because the norms and assumptions are common in all universities (Salonda, 2008). The Employees were celebrated all the events at work place related with their professional and personal success, (Antic & Ceric, 2008). The organizational culture cannot be shaped by individuals. Although it is formed by combined acceptance of same norms and, values. Kuh& Whitt (1988), the university culture defined as conjointly shaped form of norms, values, practices, beliefs, and assumptions. The education industry culture principally comes from the beliefs, values, and assumptions of founders of the organization and the learning involvements of employees as their organizations growth (Cameron & Freeman, 1993).

4.0 Competing Values Framework of Organizational Culture

The Organizational Culture Assessment Instrument (OCAI) applied in this study is based on a notional framework known as the "Competing Values Framework". To differentiate the most appropriate dimensions to measure on, it is dynamic to apply an underlying framework, a theoretical groundwork capable of directing important cultural dimensions. Regarding the Competing Values Framework as a basis (Cameron & Quinn 1999), organizational culture is classified based on the flexibility of the relationship pattern inside the organization, and focus in conducting efforts toward objectives. This framework formed six characteristic as dimensions, including dominant character, leadership, management, organizational bonding, strategic emphasis and success criteria. The Competing Values Framework defined two dimensions and four main clusters (see Figure 1). The first dimension distinguishes between organizational focus; internal vs. external, while the second specifies the inclination about structure; stability and control vs. flexibility and discretion. These two dimensions form four quadrants, each on behalf of a different set of organizational culture. Every quadrant is specified a distinctive label that represents its most distinguished cultural characteristic; clan, adhocracy, market and hierarchy cultures (Cameron & Quinn, 1999).

Figure 1 Competing values framework. Source: Cameron and Quinn (1999)

While the framework seem as four separate possibilities, they can be anticipated as closely related and interweaving. The four arenas of a frame which are in harmony with organizational and managerial efficiency. The framework described the concealed values of individuals, agendas, strategies, and organizational culture in the present, and future. The horizontal dimension differentiates among cultures with an inside prominence, short-term orientation, and smoothing activities at one extreme and others with a prominence on outside positioning, long-term orientation, and achievement oriented. The vertical dimension differentiates among cultures distinct by flexibility, individuality, and extemporaneity at one extreme and marked by stability, control, and predictability at the other end of the continuum.

5.0 Methodology

The Organizational Culture Assessment Instrument (OCAI) is adapted for the current research paper. This instrument measures four types of organizational culture based on a framework of how organizations works and the type of beliefs upon which cultures are originated (Cameron & Quinn, 1999). The study was applied to faculty member of selected two public and private University. Public University (Panjab University, Chandigarh) and Private University (Rayat & Bahra University). The data was collected during October-November 2017. Randomly selected 80 faculty members from Public University and 80 faculty members from Private University. 160 faculty members 'responses were included in the analysis.

6.0 Results & Analysis

The illustrative statistics of organizational culture profile of Public and Private Universities.
Objective 1: To explore current University culture of Public and Private Universities according to Cameron and Quinn's (1999) culture framework.

7.0 Public University

Table-1 Descriptive statistics of Public University

	N	Minimum	Maximum	Mean	Std. Deviation
CLAN	80	5.00	30.00	18.6562	4.30160
ADHOCRACY	80	20.00	37.50	28.2188	4.43293
MARKET	80	.00	25.00	12.6563	5.44454
HIRARCHY	80	25.00	62.50	40.4688	8.60613
Valid N (list wise)	80				

The table 1 shows descriptive score and standard deviations of 4 type of organizational culture of Public University. It can be inferred that Hierarchy Culture has the highest mean (M = 40.47, SD = 8.61) followed closely by the Adhocracy Culture (M = 28.21, SD = 4.43), followed by Clan Culture (M = 18.66, SD = 4.30), Market Culture has the lowest mean (M = 12.66, SD = 5.44). These high mean score depict the Hierarchy Culture and Adhocracy Culture is perceived as Organizational Culture in Public University (Panjab University).

8.0 Private University

Table 2 Descriptive statistics of Private University

	N	Minimum	Maximum	Mean	Std. Deviation
NOW CLAN	80	2.50	32.50	18.4750	5.59775
NOW ADHOCRACY	80	7.50	37.50	25.3208	6.43669
NOW MARKET	80	25.00	82.50	43.6667	13.55862
NOW HIRARCHY	80	2.50	25.00	12.5375	6.30088
Valid N (list wise)	80				

The table 2 shows descriptive score and standard deviations of 4 type of organizational culture of Private University. It can be concluded that the Market Culture has the highest mean (M = 43.66, SD = 13.55) followed closely by the Adhocracy Culture (M = 25.32, SD = 6.43), followed by Clan Culture (M = 18.47, SD = 5.59), Hierarchy Culture has the lowest mean (M = 12.53, SD = 6.30). These high mean score depict the Market Culture and Adhocracy Culture is perceived as Organizational Culture in Private University (Rayat & Bahra University).

Objective 2: To find out the difference of organizational culture among the Public and Private University culture typology.

Table 3 Difference between Descriptive Statistics of Public & Private University

	Public University	Private University
CLAN	18.6563	18.4750

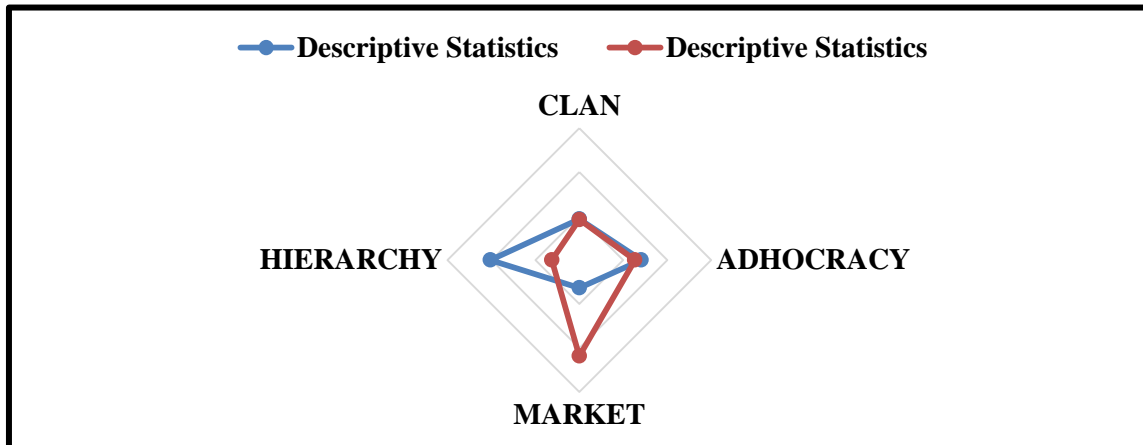|		
ADHOCRACY	28.2188	25.3208
MARKET	12.6563	43.6667
HIRARCHY	40.4688	12.5375

Figure 2 Difference between Descriptive Statistics of Public & Private University

The table 3 & Figure 2 shows there is a significant difference between public and private university organizational culture. In the Public University Hierarchy Culture is the significant culture, so that the Public University is formalized and structured organizations and the functions of the public University are going to be smooth and hierarchy culture shows stability in every aspect of organizational culture. In the Private University Market Culture is most significant culture, so that the Private University is very Competitive Organization and always increased their market share, always focus on productivity.

9.0 Conclusion

The first objective of the research is exploring the Organizational Culture in Public & Private Universities. The hierarchy culture illustrates public university focuses on inside changes with constant and where employees follow procedures, and leaders excellently manage and regulate activity to sustain a smooth running organization. The market culture represents the private university organization that focuses on outcomes to be attained and the competition is the important trademark. Adhocracy Culture implies that second type of culture in both Public & Private Universities. This shows the mission, goals, and strategic objectives are secondary in the current organizational culture type and they need work in tandem to promote efficiency of the organization. This study examined all faculty members of Public and Private Universities. Thus, an expanded sample size would reinforce the reliability of the outcomes. Further, future research may include measuring the view points of more faculty members from various faculties or surveying students in order to increase both the internal and external truthfulness of the outcomes in this study.

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