UDC 338.24; 37.014.5

STUDENTS' PERCEPTION OF ORGANIZATIONAL CULTURE AT KIMEP UNIVERSITY BASED ON OCAI INSTRUMENT

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Key words: culture, organizational culture, Organizational Culture Assessment Instrument, Competing Values framework, dominant culture.

Abstract. The purpose of this study is to identify the current and preferred dominant cultures that students perceive at the University. This research is based on OCAI instrument (Organizational Culture Assessment Instrument) that has not been used in Kazakhstan organizations before. The OCAI was developed by Cameron and Quinn based on "Competing Values Framework". The statistical analysis ANOVA was used which showed statistical significance of tested types of organizational culture. Moreover, the statistical analysis showed that the current dominant culture that students experience is the

Market Culture which focuses on external development of the university and main task is attracting new customers, and another dominant culture that students perceive is the Hierarchical Culture which is characterized with very formal and structural place of work. However, students prefer to study in the University with the dominant culture type – the Clan Culture, which is characterized as an extended family with warm and friendly attitude.

Introduction. Organizational culture plays a very important role in organization. According to Schein (1992), "Understanding of organizational culture is fundamental to understanding what goes on in organizations, how to run them and how to improve them." Based on different studies, organizational culture may have an effect on firm performance, leadership style, problem solving, decision making and other aspects of organizations.

Moreover, researchers have an interest how to measure organizational culture, what dimensions describe organizational culture. According to Jung and Scott, there were identified seventy instruments for evaluating and assessing organizational culture (Jung, et al., 2009). Quinn and Cameron (1996, 2011) suggest using typological approaches – Organizational Culture Assessment Instrument (OCAI) based on Competing Values Framework. Jung (Jung et al., 2009) argues that typological approaches "might be evaluated from a number of different perspectives by different stakeholders". On the other hand, "dimensional approaches offer the advantages of focusing on specific cultural variables of interest within a given organizational setting, such as innovation, job satisfaction, or values" (Jung et al., 2009). However, based on analysis of methodology by group of researchers (Jung et al., 2009) " while dimensional approaches might explore the nature and extent to which any cultural dimension is present in an organization, typological approaches go one step further". Moreover, the typological approach used in this study was chosen based on validity, reliability and availability factors.

Literature review. The modern definition of organizational culture includes such variables as the leadership style, the attitude and behavior, the routines and other internal rules, the definition and criteria of success, the strategies that describe an organization as a valuable place to work. There are several definitions of corporate culture. For instance, according to Deshpande' and Webster (1989), corporate culture is defined as the "pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them norms of behavior in the organization". Similar definition defines corporate culture as "a system of shared values and beliefs that produces norms of behavior and establishes an organizational way of life" (Koberg & Chusmir, 1987, p.397). According to Schein (1985, 1992), culture is defined as "a pattern of shared basic assumptions invented, discovered, or developed by a given

group as it learns to cope with its problems of external adaptation and internal integration". Thus, the study of corporate culture has been recognized as a valuable part to the study of organizations. "The contemporary definition of organizational culture (OC) 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" (Berrio, 2003).

In 1988 Quinn (1988) extended Jung's theory of archetypes to two dimensions to create Four Cell Model. Sequentially, this approach has been developed by Quinn and Rohrbaugh (1983), Cameron and Quinn (1999), Yu and Wu (2009).

Most scholars of organizational culture identify "that organizational culture has a powerful effect on the performance and long-term effectiveness of organizations" (Cameron & Quinn, 2011). According to Berrio (Berrio, 2003), "the central issue associated with organizational culture is its linkage with organizational performance".

Researchers of organizational culture consider different variants of organizational culture dependence: on one hand it depends on national identity and culture, on the other hand, - corporate identity is a subject to industrial development. Researchers also investigate peculiarities of national management styles and cultures such as Japanese, American, German, Britain and other. Every culture has its own unique characteristics which identify narratives of national thinking and behavior.

Objectives. The purpose of this study is to assess the organizational culture of KIMEP University by students. The organizational culture of KIMEP University plays an important role in the way of personnel plan development, implementation, and evaluation of educational programs, communication and client-oriented approaches. Moreover, external financial factors such as financial crisis, devaluating of national currency, and demographic issues that influence on students enrolment to the university, KIMEP as other companies worldwide has engaged in downsizing. Downsizing is an "attempt to improve productivity, efficiency, competitiveness and effectiveness" (Cameron et al, 2011). However, there is an evidence that downsizing tend to fail "to achieve desired results" because "morale, trust, and productivity suffered after downsizing" (Cameron et al, 2011).

Thus, KIMEP's organizational culture assessment will allow to identify the current situation, dominant culture type or types and to find out the recommendations what should be done to improve or change corporate culture in order to make the organization more efficient and productive.

Organizational Culture Assessment Instrument. Methodology. The Organizational Culture Assessment Instrument (OCAI) was developed by Cameron and Quinn based on "Competing Values Framework" (1999, 2006), which is an organizational culture 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" (Berrio, 2003). The framework consists of four Competing Values that correspond with four types of organizational culture (2010).

The Competing Values Framework was developed from thirty-nine indicators of effectiveness within the organization. As a result, two important dimensions were summarized through the statistical analysis. They are:

– Internal focus and integration versus External focus and differentiation
– Stability and control versus flexibility and Discretion

Four culture types are The Clan Culture, The Adhocracy Culture, The Market Culture and The Hierarchy Culture.

The characteristics of four culture types based on Cameron and Quinn (1996, 2011) are the following:

1. The Clan (Collaborate) Culture. The Clan Culture is characterized "as a very pleasant place to work, where people share a lot of personal information, much like as extended family. The leaders or heads of the organization are seen as mentors and perhaps even parents figures. The organization is held together by loyalty or tradition. Commitment is high. Success is defined in terms of sensitivity to customers and concern to people. The organization places a premium on teamwork, participation, and consensus" (2010 OCAI online).

2. The Adhocracy (Create) Culture. Adhocracy is characterized as "a dynamic, entrepreneurial, and creative place to work. People stick out their necks and take risks. The leaders are considered innovators and risk takers. The emphasis is on the leading edge. Success means gaining unique and new products or services" (from OCAI online 2010). Adhocracy came from the words "ad hoc" which means something

temporary, specialized and dynamic. It can be considered as "ad hoc committee" or task force committee which is created until the desirable or task is completed. "Value drivers: innovative outputs, transformation, agility" (from OCAI online, 2010).

3. The Market (Compete) Culture. People in such organizations are "competitive and goal-oriented. The leaders are hard drivers, producers, and competitors. They are high and demanding" (from OCAI online, 2010).

4. The Hierarchy (Control) Culture. This type of culture "is characterized by a formalized and structured place to work. Effective leaders are good coordinators and organizers. Maintaining a smoothly running organization is important. The long-term concerns of the organization are stability, predictability, and efficiency" (Cameron et al., 2011).

The Organizational Culture Assessment instrument (OCAI). The OCAI was developed by professors: Robert Quinn and Cameron and is designed to help identify an organization's current culture and culture that organization members would like to be developed in the future to see the organization as successful organization and nice place to work. The OCAI is the most frequently used instrument for assessing organizational culture for the last twenty years. It has been used in a variety of industries including health care, education, national and local governments, colleges and universities, military organizations, family business, hotels and many others.

The OCAI instrument at KIMEP University was adapted, translated into two languages (Russian and Kazakh) which is used in the country and the survey was conducted in three languages among students during the summer semester (Summer, 2015) with the permission of faculty members. Before classes students were acquainted with an explanation about OCAI instrument, organizational culture and how to fulfill the questionnaire as some students were from sophomore and junior courses who do not know about organizational culture.

The study was classified as quantitative; students (N=212) were considered as a population from first to fourth years of study.

The reliability coefficient was calculated using Cronbach's alfa methodology (Santos, 1999, Berrio, 2003). The results for internal consistency of statements used in the OCAI instrument for current and preferred periods are distributed in Table 1:

| Culture type	Reliability coefficients for Current Situation	Reliability coefficients for Preferred Situation	Comparison Reliabilty Coefficient*
Clan	0,7	0,66	0,82
Adhocracy	0,64	0,72	0,83
Market	0,59	0,58	0,67
Hierarchy	0,52	0,63	0,78
*Reliability coefficients reported by Cameron & Quinn (1999) from Berrio (2003).			

Results. The results showed that current dominant culture that students perceive now is more market oriented (average meaning = 28,4), which is related to the Market Culture and very formalized and controlled (average meaning = 27,8), which is related to the Hierarchy Culture.

Table 2
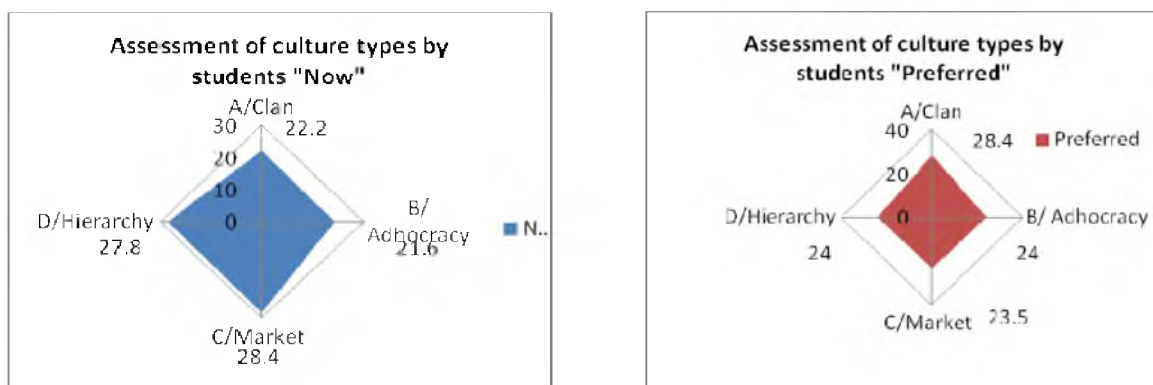
The dominant culture that students would like to have in the nearest future was defined as the Clan Culture (the average meaning = 28,4) is showed in Table 3.

The comparison of the results for current (existed) and preferred types of culture is presented below (Table 4)
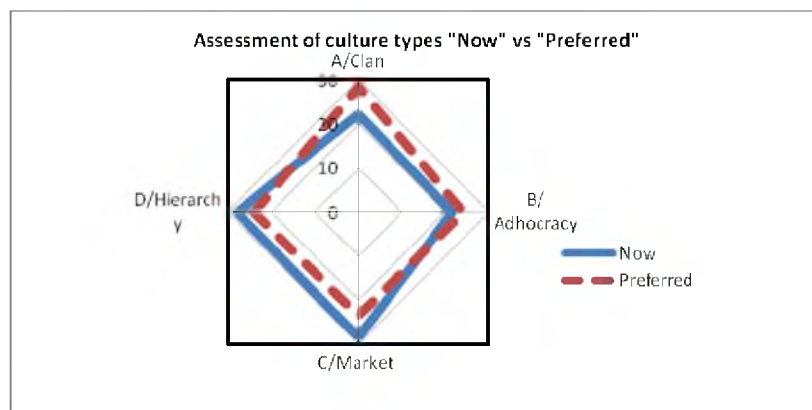
The results of ANOVA test of the average meanings show statistically significant (0,000) with F statistics equal to 37,437.

Anova test shows the following results by the types of culture according to the responses (Table 5):

Culture type	CURRENT			PREFERRED		
	Mean Square	F	Sig	Mean Square	F	Sig
Clan, Total	**202,976**	5,386	0	**271,488**	8	0
Between People	343,229			594,64		
Within People	175,058			207,163		
Adhocracy, Total	**137,959**	2,936	0,012	**174,717**	4,085	0,001
Between People	216,166			265,641		
Within People	122,392			156,618		
Market, Total	**233,72**	8,169	0	**214,547**	28,921	0
Between People	374,414			329,01		
Within People	205,714			191,762		
Hierarchy, Total	**254,156**	0,983	0,427*	**226,98**	21,792	0
Between People	390,937			330,202		
Within People	226,929			206,433		

According to the ANOVA test, all results are statistically significant, excluding results for Hierarchy Culture Current test (as α is less or equal to 0,05).

Table 6 illustrates Descriptive statistics by demographic groups of participants:

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
Gender	212	1	1	2	1,63	,033	,483	,234
Nationality	212	14	1	15	1,90	,164	2,384	5,682
Citizenship	212	12	1	13	1,36	,102	1,487	2,212
residence	212	1	1	2	1,08	,018	,265	,070
Unit	212	1	1	2	1,00	,005	,069	,005
Program	212	7	1	8	1,24	,075	1,099	1,207
Age	212	2	1	3	1,48	,036	,519	,270
Length	212	3	1	4	3,10	,067	,971	,943
employed	212	1	0	1	,17	,026	,372	,138
Valid N (listwise)	212							

Students are differ by nationalities and residency (Kazakhstan, Central Asia countries, South Korean, Azerbaijan, Russia, Iran, others), by age (two groups:18-20 and 21-29), program of study includes business specialties, social sciences, journalism and international relations, law, master students, executive MBA, linguistics. Length of study and employment considers employment at KIMEP as students assistants, teacher' assistant.

Students from business college and sophomore students are familiar with the meaning of "organizational culture" because they have special courses on organizational behavior, business communications, management, where they study this subject. Students from other units and programs needed more explanations on the topic. Students who work or have worked at university at administration positions experienced difficulties on answering the questionnaire as they have to analyze more deeply how it was in reality.

Conclusion and Recommendations. The results of the study showed that the majority of current students' perception is the Market culture (average meaning = 28,4) that characterized with high competitiveness between units and employees and oriented on new markets, new clients, and focus on achievements, results oriented, and job done. This Market Culture is more external focus. Competitive pricing and market leadership are important. Another dominant culture that students perceive is the Hierarchy Market (average meaning = 27,8) which is characterized with very formal and structured rules, more bureaucratic style of problem solving and decision making. Other attributes of the Hierarchy culture are stability, performance and control. Management prefers security and stability.

In contrast to current perception students prefer to see their alma-mater operating within the frame of the Clan Culture (average meaning = 28,4). The Clan Culture is characterized as a family type of organization and represents a friendly place where people share a lot of personal things. This culture also have a name "Collaborate Culture" and leaders are considered as parental figures, and play a role of facilitators.

Future research is needed to identify faculty' and staff' current and preferred type of culture as they together with students create a dominant culture at the university. Moreover, as university is a multinational company there might be several different dominant cultures. But the question might be how these different types of organizational cultures coexist and supplement each other.

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ВОСПРИЯТИЕ СТУДЕНТАМИ ОРГАНИЗАЦИОННОЙ КУЛЬТУРЫ УНИВЕРСИТЕТА КИМЭП НА ОСНОВЕ ОКАИ ИНСТРУМЕНТ

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Ключевые слова: культура, организационная культура, Инструмент Оценки Организационной Культуры, Основа Конкурирующих Ценностей, доминантная культура.

Аннотация. Цель данного исследования – определить настоящие и предпочитаемые доминантные культуры, которые студенты воспринимают в университете. Это исследование основано на ОКАИ интсрументе, который еще в Казахстане не использовался. ОКАИ инструмент был разработан Камеруном и Квином на «Основе Конкурирующих Ценностей». Статистический анализ АНОВА показал, что настоящая доминантная культура, ощущаемая студентами, – это Маркетинговая Культура, которая сфокусирована на внешнее развитие университета, и основной задачей является привлечение новых клиентов другой доминантной культуры, которую студенты ощущают. Это Иерархическая Культура, которая характеризуется очень формальной и структурированной работой. Однако студенты предпочитают учиться в университете с доминантной культурой. Клановая Культура характеризуется как продолжение семьи с теплыми и дружественными отношениями.

ОКАИ ҚҰРАЛЫ НЕГІЗІНДЕ КИМЭП УНИВЕРСИТЕТІ СТУДЕНТТЕРІМЕН ҰЙЫМДАСТЫРУШЫЛЫҚ МӘДЕНИЕТІН ҚАБЫЛДАУ

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Түйін сөздер: мәдеииет, ұйымдық мәдеииет, Ұйымдық мәдениетінің бағалау әдістері, Бәсекелестік Құндылықтардын негізі, басым мәдеииет.

Аннотация. Жұмыстың зерттеу мақсаты – уииверситетте байқалатын қазіргі және болашақтағы үстемдік мәдениетті анықтау. Зерттеу жұмысы осы күйге дейін Қазақстанда қолдаиылмаған ОКАИ құралы негізінде жасалды.ОКАИ құралын Камерун және Квин зерттеп, «Бәсекелес құндылықтар иегізі» деп атады. АНОВА статистикалық зерттеудің нәтижесінде студеиттер арасында байқалатын үстемдік мәдеииет университеттің сыртқы дамуииа негізделген «Маркетиигтік мәдеииет» болып табылады да негізгі міндеті – жаңа клиеиттерді тарту болып келеді. Ал екінші жағыиан, студеиттер сезінетін үстемдік мәдеииет – Иерархиялық мәдеииет және ол қалыпты, құрылымдық болып табылады. Бірақ студеиттер үстемдік мәдеииетпеи қатар, жылы, достық қатыиастағы отбасылық жалгастыққа негізделген кландық мәдеииетті де қолдайды.