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The Peculiarities of the Adherence and Identification as Components of the Organizational Culture of Modern University

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Abstract

This article is devoted to the results of the study on the adherence and identification as components of the organizational culture of the modern university. The empirical data obtained by the authors of the article on to the survey of the employees and students of the university proves that the organizational culture of the modern university has distinctive features in different groups of employees and students, and is characterized by different levels of the adherence and identification. Thus, the high level of the adherence and identification is formed in the clan and adhocratic culture, and the domination of the bureaucratic type of culture is connected with the decrease in the level of organizational adherence and identification.

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1. Introduction

The effective higher education allows to carry out fundamental training of highly qualified specialists in accordance with the needs and objectives of society, business and government (Pogodaeva, Zhaparova, & Efremova, 2015). The development of the university higher education greatly depends on the specifics of organizational culture, which constructs a unified symbolic and valuable inner-university space. The importance of the study of the

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organizational culture of higher education institutions causes its influence on the norms of behavior and values of people from the educational space of the university (Schein, 2004), (Ovchinnikov & Tsiring, 2013). It also forms corporate standards, style, traditions and norms of intra-organizational relations (Özçelik, Aybas, & Uyargil., 2016). Influencing the behavior of the members of the educational institution the total cultural space of the university allows its management to regulate both external and internal relations (Clark, 1998), (Mattarelli, Bertolotti, & Incerti, 2015), (Warrick, 2016).

The formation of the single value space among employees and students of the university has to do with the problems of a psychological nature - the problem of the identity and adherence. Consciously or unconsciously each employee of the organization deals with the identity and adherence (Van Dick, 2006). Identity and organizational adherence have an impact on beliefs, values, fundamental beliefs, the general worldview (Kunde, 2002), (Meyer, Morin, & Vandenberghe., 2015).

Thus, the problem can be designated as the study of the characteristics of the adherence and identification as components of organizational culture among different categories of employees of a modern university.

2. Methodology and data

The study uses the data collected by the authors as a result of a survey of the employees and students of the university. The university, where the research took place, is located on the territory of the Russian Federation. This is a regional, multi-disciplinary higher educational institution which provides a high quality training.

There were interviewed 336 people. There were 131 university employees, 169 students, 36 graduate students among them. To determine the type of the organizational culture, the authors used the Organizational Culture Analyze Instrument (OCAI) by (Cameron & Quinn, 2011). This method allows to identify the existing type of organizational culture. The OCAI provides a diagnostic assessment of culture based on an examination of core values, shared assumptions, and common approaches to work. It is a classification approach to culture, and was designed to identify existing organizational culture as a prelude to cultural change. While acknowledging that the quantitative measurement of culture is controversial, Cameron and Quinn claimed that the OCAI's use of quantitative data gathered from multiple individuals within the organization, tapping into the core values and related assumptions woven into the organization, can provide a realistic representation of its culture. The OCAI uses a four factor model to classify culture as falling along two bisecting continua: stability versus flexibility in work approaches, and internal versus external focus of the organization. To study the psychological aspects of organizational culture, there were used L. Porter's "Organizational commitment questionnaire" and the J. Lipponen's method to identify the level of identification with the organization / department.

3. Results

As a part of the study of the organizational culture, the subjects were formed into groups due to their position (down). Then there were determined the mean values of the assessments of the existing type of the organizational culture. The results are presented in Table 1.

Table 1. The mean values of the assessments of the existing type of the organizational culture due to the representatives of different groups

Group of the interviewed	Mean value			
	The clan type of organizational culture	The adhocratic type of organizational culture	The market-oriented type of culture	The bureaucratic type of organizational culture
University top - managers	19,7614	17,3614	23,9386	38,9386
The chiefs of non -academic units	17,8187	20,7771	26,6188	34,7917
The deans of the faculties, and the heads of the departments	20,2000	16,8500	27,3250	35,6500
The administrative and management staff	23,2919	20,1508	24,4049	32,1443

The teaching staff	20,0617	21,9833	28,0117	29,9283
Students	26,7084	21,9373	24,4139	26,9313
Postgraduates	25,4028	21,1389	22,2546	31,2037

According to the received data, the bureaucratic type of organizational culture is currently dominant at the university ($p = 0.000$). Organization with a bureaucratic type of organizational culture is a formalized and structured workplace. The long-term concerns of the organization ensure its stability (Cameron & Quinn, 2011), (Kołodziejczak, 2015). In our opinion, the predominance of signs of bureaucracy in the organizational culture of the university, first of all, reflects the specifics of the university as an educational institution the main goal of which is to organize the learning process of knowledge transfer systematically and methodically. Implementation of this goal is unthinkable without schedules, regulations and technologies, without documenting all procedures.

Due to the mean values for each type of organizational culture, we found that the clan culture, in the opinion of students and post-graduate students, is presented in the biggest extent, while the chiefs of non-academic units denote the lowest one ($p = 0.000$). The clan organizational culture among students implies friendly relations in the student environment, cohesion among students. The manager staff are expected to help in expanding the sphere of competence and gaining opportunities for personal development.

Among the assessments of the existing type of the organizational culture as an adhocratic one, the highest are the assessments of the teaching staff, students and graduate students ($p = 0.000$). An organization with the adhocratic organizational culture is a dynamic creative workplace, the connecting essence of the organization is considered to be the devotion to experiments and innovation stability (Cameron & Quinn, 2011), (Kołodziejczak, 2015). According to the results, we believe that representatives of these groups have more opportunities (than representatives of other groups) to display the creativity in their work, they have more flexible and situational relations.

The high level of the market organizational culture was denoted by representatives of the teaching staff, deans of faculties, heads of departments and heads of non-academic units ($p = 0.000$). Market culture determines the type of organization focused on the external environment, rather than on its internal affairs. Basically, it focuses on the transactions with the external customers. Such organization is results-oriented, the main concern is the fulfillment of the task stability (Cameron & Quinn, 2011), (Kołodziejczak, 2015), (Szczepanska-Woszczyzna, 2015). Due to this point, we can make a conclusion that the severity of this type among representatives of all groups listed above is determined by the characteristics of the activity: faculty members are interested in the attracting entrants, external sources of income (providing additional educational services, etc.); the activity of the chiefs of non-academic units is not usually limited to the department /management/ university, but is focused on interaction with external customers, including suppliers, contractors, licensees, trade unions, legal authorities, etc.

The higher level of expressiveness of the bureaucratic culture is denoted among the top management of the institution. We attribute this point to the fact that the rector and the pro-rectors of the university are more likely than others to face the features of bureaucratic culture at the university.

The indicators of the organizational adherence and identification in different categories of employees of a modern university were compared by determining of the mean values of the assessments of the studied phenomena (Table 2).

Table 2. The comparison of the mean values of adherence and identification among representatives of different groups

The group of interviewed	Mean value		
	Adherence	Identification with the department	Identification with the university
University top management	5,39	19,5	31,7
The chiefs of non-academic units	4,9	23,9	32,8
The deans of the faculties, heads of the departments	5,08	20,5	30,2
The administrative and management staff	4,5	23,9	29,7
The teaching staff	4,6	22,8	29,5

Students	5,3	24,5	30,6
Postgraduates	5,05	21,05	28

The comparative analysis of the indicators of organizational adherence and identification indicates that the representatives of senior management are more committed ($p = 0.000$). Being the translators of the basic values norms and rules, uniting the members of the organization, the rector and pro-rectors of the university remain reliable to the adopted line of action. They are ready to make efforts due to the interests of the organization and proclaim not only the goals and values of the organization, but also accept them.

The chiefs of non-academic units and the administrative and managerial staff particularly have higher level of identification with the department than representatives of other groups ($p = 0.003$). The result is explained by the fact that representatives of these groups, chiefs and administrative personnel, spend most of their working hours in their department /units. They all have common goals and specific activities, geographically united, that makes a sense of belonging to one common team.

Among the university staff the level of the adherence and identification is different. With the help of r-Pearson correlation coefficient calculator, we tested the relationship between the level of organizational adherence and identification with the type of organizational culture. As a result of the usage of the analysis, we found statistically significant positive relationships between the variables: the existing clan culture and identification with the department ($R = 0.184$, $p = 0.015$), the existing clan culture and identification with the university ($R = 0.181$, $p = 0.017$), the existing clan culture and the adherence ($R = 0.293$, $p = 0.000$), the existing adhocratic culture and identification with the department ($R = 0.174$, $p = 0.022$), the existing adhocratic culture and identification with the university ($R = 0.191$, $p = 0.012$), the existing adhocratic culture and adherence ($R = 0.190$, $p = 0.012$).

The severity of the clan culture implies loyalty and fidelity to traditions, team cohesion and a friendly moral climate, teamwork, staff commitment. The forms of the clan type are characterized by the shared values and goals, cohesion, complicity, individuality and perception of the organization as "we" (Gulevich & Morozova, 2012), (Ahmady, Nikooravesh, & Mehrpour 2016). The higher the level of expression of the clan type of organizational culture, the higher the organizational loyalty and identification is.

The devotion to experimentation and innovation is the connecting essence of the organization in adhocratic culture. The adhocratic culture involves the encouraging of personal initiative and freedom, accelerating adaptability, providing flexibility and creativity in situations of uncertainty. The ambiguity or information overload is also typical for this type. Almost every worker in an adhocratic organization is involved in the production, communication with clients, research and development, etc. These advantages of adhocracy, which is in contrast with bureaucracy in their characteristics to the bureaucracy, form organizational adherence and identification among the employees.

With the help of the correlation analysis there was found a statistically significant negative cohesion between the variables: the existing bureaucratic culture and identification with the department ($R = -0.229$, $p = 0.002$), the existing bureaucratic culture and identification with the university ($R = -0.241$, $p = 0.001$), the existing bureaucratic culture and adherence ($R = -0.276$, $p = 0.000$).

The higher the level of bureaucratic type of organizational culture, the lower the level of the adherence and identification. Understanding the presence of some restrictions dictated by the peculiarities of bureaucratic culture (the existence of formal rules and procedures, the centralization of power, authoritarian relations, etc.) the employees and students experience discomfort and some emotional background decreases. Not taking into account the peculiarities of the bureaucratic culture the members of the organization reject the values and norms of the university in the whole and their departments in particular, which indicates a low level of identification with the university and / or a particular department. Within the bureaucratic organizational culture the employees do not have the sense of unity with the organization or belonging to the organization.

4. Conclusion

Being a united basis of the educational institution, the organizational culture of the modern university determines the stability and success of the university in the competitive environment.

The empirical evidence we have obtained shows that the organizational culture of a modern university has some distinctive characteristics in different groups of employees and trainees. It is characterized by the different levels of adherence and the level of identification. Thus, a high level of the adherence and identification is formed in the clan and adhocratic culture, and the domination of bureaucratic type of culture is associated with a decrease in the level of organizational adherence and identification. The obtained results allow to suppose that the formation of the atmosphere of readiness to the communication within the institution, warm atmosphere in faculties among the students, teachers and administrative staff, the development of an atmosphere of innovation, commitment and rivalry will help to increase the sense of adherence and identification. On the contrast, the excessive level of bureaucracy, inaccessibility and regulation of the institution has a negative impact on the level of the employees and students' organizational adherence and identification.

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