ASSESSMENT OF TYPES OF ORGANIZATIONAL CULTURES ON SELECTED PUBLIC UNIVERSITIES OF ETHIOPIA

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ABSTRACT The study assess the types of organizational cultures. Of 384 samples, only 328 usable questionnaires were collected from seven selected public universities and analyzed using a descriptive statistical technique. The finding revealed that market and hierarchical culture are the dominant organizational cultures on selected public universities of Ethiopia. Yet, adhocracy culture was the least dominant. Thus, the study suggested that public universities of Ethiopia should develop a strong organizational culture that helps to get the competitive advantage through academic staffs under the particular conditions

1. Introduction

[1], explained that while the culture of an organization is constantly evolving, it is important to note that fundamentally changing an organization's culture is a long-term endeavor. Organizational culture guide to the individual and personality characteristics of employees of a particular organization [2]

Public universities in Ethiopia are facing incredible challenges to adjust to the new evolving demands of their constituencies. These new demands will likely necessitate changes in the cultures of these organizations. These factors reinforce the value of examining organizational culture in public universities of Ethiopia. Undeniably, recent pressures to improve the efficiency of public universities fortify the need for fundamental change within these organizations. This article will focus on evaluating the types of organizational culture and effectiveness of public universities. Ethiopia has long been taking initiatives for the expansions of higher education institutions. In the context of Ethiopia, not many research studies have been conducted which address the effectiveness of organizational cultures in higher education institutions. Therefore, the findings will contribute a lot to serve the purpose of developing organizational cultures in higher education institutions and other research in this area.

2. Literature Review
2.1. Organizational Culture

Organizational culture represents an accepted part of the organization in which everyone participates. Organizational culture is defined as shared beliefs and values within the organization that helps to shape the behavior patterns of employees [9].

An organization's culture is a product of means adapting to the environmental changes [10]. According to [12], organizational culture affects all parts of an organization. It has an impact on employees interaction with each other, their work and dress, and decisions made.[11], define organizational culture as the drive that identify the efforts and contributions of the employees and provides a holistic understanding of what and how to be achieved, how goals are interrelated, and how each employee could attain goals.

2.2. Types of Organizational Cultures

Organizational culture is the account of the collective beliefs, values, and principles of the organization for its group members [3]. Organizational culture begins from the underlying assumptions, values and beliefs that determine how people behave. Cultures in an organization can be observed between two extents: focusing on internal maintenance versus external relationships and focusing on whole processes versus mechanistic processes [4]. According to the competitive values framework (CVF) model the four dominant organizational culture types are clan, adhocracy hierarchy, and market.

2.2.1. Clan Culture

This culture is focused rooted on collaboration. Employees have common understanding and share commonalities. They see themselves as part of big family. Organizational members are active and have concerned for their organization. Clan culture is shaped between the dimensions of organizational focus and flexibility/dynamism. It possesses high affiliation and concern with teamwork and participation [5]. In this types of organizationa culture organizational commitment is high. Clan culture organizations advocate acting as family and has social trust, solidarity and unity [6], [4]. Clan oriented culture organizations have employees who behave like the same family and emphasizes consensus among themselves for the organizations goals and values. The study conducted by [7], suggested that clan culture is mostly preferred by the organizational members. Clan culture is a moderate predictor of work engagement [8].

2.2.2. Adhocracy Culture

Adhocracy culture is a form of organizational culture that highlight individual employees' initiative in order to complete tasks. Adhocracy culture is organizational culture which is based on risk taking, innovation and change [5]. It refers to the culture of an organization in entrepreneurial, flexible, innovative and creative areas with its external oriented and dynamic structure. Adhocracy oriented culture organizations adjust rapidly to changing environmental and market conditions Employees can take the initiative, supported with new discoveries and freedoms so they feel satisfied, happy and successful in this environment [6], [4]. The major goal of adhocracy culture is to promote adaptability, flexibility, and creativity.

2.2.3. Market Culture

According to [5] market culture occurs during stability and control. This is a rational culture which emphasizes efficiency and achievement Employees in this culture types are result-oriented. Organizational members give due consideration for personal interests rather than organizational goals and emphasis on the concepts of planning, performance and efficiency [6], [4]. Market oriented organizations focused on marketing competitions). Market culture type organizations has competing orientation this may also appear as a culture type that may hinders knowledge sharing. In order reduce such drawbacks the managers should use of adequate motivation, reward, and recognition. These can facilitate the sharing of knowledge within the organization The market culture orientation organizations focuses more on markets and satisfaction of customers.

2.2.4. Hierarchy Culture

Hierarchical cultures types are characterized by rigid organizational structure. Hierarchical culture focuses on maintenance of established organizational rules and structures. Hierarchical organizational culture increases group coordination

and avoids role conflict. In hierarchical culture type organizations, their structure focus on formality and internal control mechanisms. It reflects values and norms associated with bureaucracy [5]. This is an organizational culture type in which the leadership style is effective and efficient. Hierarchical culture type organizations give importance to order and rules [6], [4]. The organizations in hierarchical culture have formal and strict procedures. Leaders monitor tasks on emphasizing efficiency and predictability. Hierarchical culture organizations have a structure which consisting of many levels. In a hierarchical type organizations, workers are guided by the levels on top of them.

3. Material and method
3.1. Research design
The study employed a descriptive research design to study the types of organizational cultures of public universities in Ethiopia.

3.2. Sampling Technique and Sample Size
The total permanent academic staffs of sampled public universities of Ethiopia are taken as target population. Currently, there are 25,530 lecturers that are a permanent employee of the selected public universities. By using the random sampling techniques method a total of 384 samples were selected the sample size formula that presented below here

$$N= \frac{Z^2 pq}{d^2}$$

Where:
n= Represent the desired sample size (if the target population is greater than 10000)
z= Represent the standard normal deviation at the required confidence level
P= the proportion in the target population estimated to have the characteristics being measured
Q=1-p
d= the level of statistical significance set

Considering the crucial role of sample size in achieving sufficient statistical power the study received 328 (85.4% response rate) completed questionnaires. Only 328 were recollected in the seven selected universities and the collected data shows (84.5%) were male and 53.7% respondents were aged between 30-34. Besides, it shows that out of the total respondents, 92.4% were Masters Degree holder.

3.3. Source of data and research instruments
The research study primarily used structured questionnaires to seek responses from important stakes. A closed-ended self-administered questionnaire was prepared based on the literature reviewed and administered to permanent employees of public universities.

3.4. Data analysis techniques
Latest version of SPSS was used to undertake analysis and the finding are presented below here.

3.5. Reliability Testing
The following table presents the computed values of internal reliability testing for each of the variables used in this study. It shows that the variables on all the build used in this study were internally consistent.

Table 1 Reliability of Measurements

No	Construct	Number of items	Cronbach's alpha
1	Clan culture	6	.909
2	Adhocracy culture	6	93.8
3	Hierarchical culture	6	.771
4	Market culture	6	88.3

Sources; Own survey 2018
4. Data presentation and analysis
4.1. Descriptive statistics findings of the study variables
Descriptive statistics were presented in the following table. It shows

the mean variation and agreements of clan, adhocracy, hierarchical and market cultures of public universities of Ethiopia.

Table 2 Descriptive statistics of the study variables

No	Variable	N	Mean scores	Std. Deviation
1	Clan culture	328	3.7774	.67030
2	Adhocracy culture	328	3.2673	.88107
3	Hierarchical culture	328	3.9390	.78845
4	Market culture	328	4.2752	.76871

Sources ; own survey 2018

Table 2 shows that market culture had the highest mean of 4.2752. This indicates majority of the sample respondents agreed with the items meaning that matket culture is practiced in the public universities. It showed public universities in Ethiopia had implement more of market culture. The finding also revealed that both hierarchical and clan cultures were practiced but their mean score were lower than market culture. Besides, the study indicates that there is less agreement on the existence and practices of adhocarcy culture in Ethiopian public universities. It had a mean score of 3.2673. This indicates there is a moderate level of practiced of adhocracy culture in public universities of Ethiopia. (See table 2).
The above findings, showed that, public universities in Ethiopia have not yet transformed to competitive and innovative organizational cultures. Their structure keeping pace with market conditions and showed a controlled and organization focused approach.

Public universities of Ethiopia are also emphasized to hierarchical culture. In the case of hierarchical culture, little evidence is found to support to maintain a link between cultural strength and performance. Organizational culture which focuses on stability, order and control behaviors dominantly do not have an advantageous position with the organizations which are in flexibility, discretion and dynamism. This paradox should be the main challenge to be solved by public universities of Ethiopia.

5. Conclusions and Recommendations
The study showed that market culture type is the dominant organizational culture in public universities of Ethiopia. The study also indicated that there is a moderate level of clan culture in Ethiopian public universities.

Based on this the following reccomedtions are provided
• Public universities of Ethiopia should encourage organizational cultures that emphasis on creativity, taking risks and innovation.
• Public universities of Ethiopia should develop a strong organizational culture that helps to get the competitive advantage through academic staffs under the particular conditions..
• Leaders of public universities in Ethiopia should assess their organizational cultures effectiveness against the main strategic goals and objectives stated under higher education institution proclamation number 650/2009.
• Public universities should have organizational culture which focused on employee and leadership behaviors who recognize the importance of the most valuable resources of employees.

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