

ISSN: 2168-0787



Journal of Advanced Management Science

Vol. 2, No. 4, December 2014

[www.joams.com](http://www.joams.com)





# Organizational Culture Typology for Competitive Private University

Anik Herminingsih

Management Program Mercu Buana University, Jakarta, Indonesia  
Email: aherminingsih@gmail.com

Farida Gozali

Industrial Technique Mercu Buana University, Jakarta, Indonesia  
Email: faridagozali@yahoo.com

**Abstract**—The study aims to assess the current organizational culture and preferred organizational culture by the lecturers as well as its influence on organizational commitment of the lecturers. The experiment was conducted at the Private Universities in Jakarta, with 150 lecturers as respondent. Data was collected using questionnaires and analyzed with the different test methods and linear regression analysis using SPSS software version 20. The results showed that the actual culture and the preferred culture are significantly different. Actual organization of the dominant culture tends toward hierarchy, while the lecturers preferred culture tends toward clan culture. The test results also showed that the gap between actual and the preferred organizational culture significantly affected the lecturers' continuance organizational commitment.

**Index Terms**—intellectual capital, hierarchy culture, clan culture, adhocracy culture

## I. INTRODUCTION

Although the influence of organizational culture on organizational effectiveness has been widely studied, studies on the organizational culture of universities in Indonesia, especially the study of the suitability of the organization's culture has not been done. Studies typically use the concept of organizational culture profile or Organizational Culture Profile (OCP) developed by O'Reilly *et al.* [1], for example, research by Ratnasari conducted in Riau Province Private University [2]. Because of the importance of organizational culture, several leading companies in Indonesia such as Bank Mandiri, PT. Railways, Director General of Taxation, and PT. Pertamina have implemented new work culture to improve their organizational effectiveness [3].

The object of the study are former universities in Jakarta, which includes the Higher Education Featured by Kopertis III Jakarta. One factor that plays an important role in the formation of a common commitment of lecturers are the individual values of the lecturers with the values that flourish in a university organization. Organizational culture according to Schein [4] is a set of shared values within an organization, which is usually

determined by the founders and leaders of the organization are derived through a process of socialization of employees. With the growth and development of the organization, there can be a gap between the organization's values with the values of the individuals working in the organization because the intensity of direct communication between leaders and members of organizations decreases with the increasing size of the organization.

According to O'Reilly [5], the smaller the difference between the individual values with the values of the organization, the higher the commitment of the members of the organization. Based on the description it is necessary to examine the influence of cultural similarity of actual and preferred organizational culture on organizational commitment of the lecturers.

## II. THEORETICAL BACKGROUND

Many of organizational scholars and observers now recognize that organizational culture has a powerful effect on the performance and long-term effectiveness of organizations [6]. Empirical research has produced an impressive array of findings demonstrating the importance of culture to enhancing organizational performance. Organizational cultures can be differentiated into four types, based on the two dimensions. One dimension differentiates effectiveness criteria that emphasize flexibility, discretion, and dynamism from criteria that emphasize stability, order, and control. That is, some organizations are viewed as effective if they are changing, adaptable, and organic. Other organizations are viewed as effective if they are stable, predictable, and mechanic. The second dimension of effectiveness criteria that emphasizes an internal orientation, integration, and unity from criteria that emphasizes an external orientation, differentiation, and rivalry. That is, some organizations are viewed as effective if they have harmonious internal characteristics. Others are judged to be effective if they are focused on interacting or competing with others outside their boundaries. The two dimensions form four quadrants, each representing a distinct set of organizational effectiveness indicators.

Manuscript received December 4, 2013; revised March 12, 2014.