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## EXAMINING THE UNDERLYING STRUCTURE OF ORGANIZATIONAL CULTURE AMONG STAFF AT THE ISLAMIC UNIVERSITY IN UGANDA

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### **Abstract**

The purpose of this study was to explore the underlying measurement structure of organizational culture as perceived by staff at the Islamic university in Uganda. The Data was collected from 100 staff across three different campuses of the university using a survey tool of 24 items. Meaningful values (5) items, support and promotion of values (8) items), discipline values (5) items) and free style values (5) items). Exploratory Factor Analysis technique examined the dimensionality of the organizational culture scale. The results were in agreement with the previous findings in the literature with 56% total variance explained. However, some of the items adopted and adapted from the survey tool employed in the study could not apply to the university setting and were eliminated. The Cronbach Alpha of the four –factor structure of organizational culture ranged between .779 to .827. In totality the study finding generated, that a dependable four-factor structure of organizational culture has been attained and this is in support of earlier findings that suggest that organizational culture is a multidimensional concept with an influence on both employee and organizational success.

**Keywords:** Organizational Culture, Meaningful Values, Support and Promotion of Values, Discipline Values, Free Style Values.

### **Introduction**

Organizational culture can be defined as shared beliefs, values and assumptions that define the behavior and mode of organizational operations (Abdel & Majali, 2016). Organizational norms, values and behavior are used as guiding principles towards achievement of the targeted goals (Schneider, Ehrhart, & Macey, 2013). They are normally emphasized to new entrants in a given organization with an aim of describing the style that can shape up their ways of thinking, feelings and communication. Meanwhile, the concept of culture is very vital in eliminating challenges both directly and indirectly that may be encountered by the employees during their daily routine work (Tierney, 2014). Like in any other business organizations, higher education institutions also design cultures with a target of controlling both staff and students in the teaching and learning environment, and this can be explained in the togetherness exhibited by all sides while following the bureaucratic procedures, mission, vision, and strong personalities ( Tierney, 2014). Therefore, since man is an animal that normally searches for webs as defined by Panda, (2019) , organizational leadership must provide laws with meaning to harness uninterrupted situations while at work (Abdel & Majali, 2016; Tierney, 2014). These cultural traits should be used to shape decision making styles from both the management and administration of

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# Examining the Underlying Structure of Organizational Culture Among Staff At the Islamic University In Uganda

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institutional business (Kaweesi & Miiró, 2016). Moreover, they should ensure that administration is guarded against both inept and untethered situations in order to protect the codes of conduct and conventions. Likewise, institutional leadership should play a vital role where members need to be reminded forcibly about the institutional norms and avoid situation of transpiration, conflict of interest and misuse and abuse of the set bounds. In recent years higher education institutions have experienced global challenges and its impact on staff job satisfaction. For instance; talent management has become one of the most challenging issues to maintain in higher education institution all over the world. This is because Staff have lost the intrinsic value at the expense of extrinsic motivation and for that matter when university business do not rhyme with their expectation in a university in most cases they are bound to leave and look for other collar jobs (Miiró, Othman, Sahari, & Burhan, 2016).

Conversely in Uganda, universities are experiencing tough situations whereby staff with high academic qualification are prone to resignation even when the universities have invested in them so much for their academic progress. This situation is attached to the cost of living as it has framed the working condition to the extent that whoever does not have reasonable earning cannot settle in one place of work. Moreover, it is evident that in Uganda many of the staff are over loaded in terms of teaching load and at the same time working at more than one university (Miiró, Othman, Sahari, & Burhan, 2017). Given this situation among Ugandan universities, university authorities seem to be doing their best to rescue the situation and retain the trained staff, however, the situation seems not pleasant yet on the side of the staff and for that reason, the current study was undertaken to establish the underlying factors that determine organizational culture as perceived by the staff at the Islamic University in Uganda.

## **Literature Review**

Organizational culture is composed of beliefs, values, norms that manifest into shared responsibility for all the citizens of a given organization. Organizational culture can also be referred to as the behavior or character of an organization and it is through this character that people behave and communicate in a particular manner that finally leads to good or bad performance (Pettigrew, 1979). Meanwhile, organizational culture is one of the key dimensions of organizational health and it is one of the key factors that leaders can influence employee better performance and engagement (Sadeli, 2012). Organizational culture yields both organizational instability, failure and successful performance depending on the way both stakeholders and top administrators decide to handle it. Therefore for an organization to zoom change achievement, strategies of staff satisfaction must be given due attention for improved performance and prosperity. For instance; a study done by Imam, Abbasi, Muneer, & Qadri, (2013) found out that employee readiness to change partially mediates between organizational culture and performance. The same study further established that factors, like increased productivity, high levels of performance, enhancement of quality research output for international recognition are key towards improved organizational culture and staff performance in HEIs. Many scholars give different dimensions of what constitutes organizational culture in order to improve the performance and satisfaction of staff presence in different ways. For instance, Hofstede, (2011) mentions six dimensions of organizational culture which include collectiveness against individual, uncertainty avoidance, power distance and masculine versus feminine, long/ short term orientation, and indulgence/ restrain. In another study Kong, (2003) mentioned three dimensions of culture explicit behavior, shared values and signs. Moreover, mission, adaptability, involvement and consistency were found prudent (Coffey, 2003; Denison & Neale, 1999). However to measure and to understand the underlying structure of Organisational culture this study employed four dimensions namely; Meaningful Values and this can be defined as having clear set objectives for all organizational employees with an agenda of generating quality services and products. Support and Promotion Values

and this is where the company moves an extra mile to value the contribution of employees due to their innovative ideas towards achievement of organizational agendas. It covers provision of necessary materials needed to stimulate favorable working environment. Discipline values and this is where workers from top and lower levels respect the working durations as stipulated in their routine timbales in addition to their job description. Free style values are an environments and opportunities given to members to bring into an organization new ideas for purposes of change and development (Al-bourini, Al-abdallah, & Abou-moghli, 2013a). This is because the four dimensions seem to be the common understanding of all the propounded studies reviewed in the literature. However, there have not been studies conducted to establish the current practice of organizational culture structure at the Islamic university in Uganda given to the current situation of employee turnover. Furthermore, most theories show that it is very important for organizational culture to be in place since it attracts worker's readiness and ability towards change (Hofstede, 2011; Imam et al., 2013; Sadeli, 2012; Schneider et al., 2013; Tierney, 2014). Therefore this study was conducted to explore the four factor structure of organisational culture at the Islamic University in Uganda.

### **Objective of the study**

The study objectives was twofold. The major objective was to examine the underlying dimensions that explain organizational culture among campuses at the Islamic University in Uganda. The second was to establish the reliability of organizational culture measurement scale in relation to the data of the study.

### **Method**

#### **Respondents**

A cross sectional survey method was employed to collect data from 100 staff from three campuses, main campus, Kampala and Females' campus Kabojja. 100 respondents are reasonable as long as the rule of the thumb is maintained and at the same time communalities are high (Williams, Onsman, & Brown, 1996) Female lecturers were 38% of the sample (n=38) whereas the males were 62 % of the sample number (62). Meanwhile, staff position was 77% of the respondents were academic staff, 15% administrators and 8% were holding both academic and administrative responsibility. Whereas, 19% were degree holders, 69% were masters degree holders and only 19% had attained PhD levels

#### **Instrument**

The organizational culture study - data was obtained using a survey tool adopted and adapted from previous studies carried by ( Al-bourini et al., 2013a; Coffey, 2003; Imam et al., 2013; Sadeli, 2012) and the survey questionnaire contained two part. The introductory part contained the demographic characteristics of the respondents. The second part required respondents to indicate the levels of agreement with the 24 items that measured organizational culture in four aspects: meaningful values (5) items, support and promotion of values (8) items), discipline values (5) items) and free style values (5) items). A Likert scale of 5 point measurement scale ranging from strongly disagree (1) to strongly agree (5) was used to obtain data from the volunteers. Further still content validation was done by seeking guidance from experts in the field of research, language and management fields. This was done with an aim of examining whether the items address the intention of the study and where issues of concern were raised the items were refined and later was administered to staff across campuses of the Islamic University in Uganda.

### Data analysis

After securing a letter from the University Secretary permitting me to carry out data collection, 150 questionnaires were distributed, however, 100 were returned from the respondent which makes 85%. The researcher attained this number with the help of staff from the three campuses. To secure the underlying structure of organizational culture, the data of the study was examined using Exploratory Factor Analysis as one of the robust techniques of arriving at the intention of the study. the data analysis of the study was conducted using PAF and Rotation techniques to reduce the number of items in the factors and ta the same time produce a unidimensionality scale for the factor under analysis. The findings revealed that the sample adequacy and inter item correlation were plausible whereby the Kaiser–Meyer–Olkin (KMO) measurement showed that the sampling adequacy ranging from 0 to 1 was .851, the cut score was between .561 to .883. These scores indicated that the good fit of sample adequacy for employing PAF on the data of the study. Bartlett's test of Sphericity that is used to test the correlation matrix and establish whether is an identity matrix was significant with a value score ( $\chi^2 = 1021.365$ ,  $df= 253$ ,  $p. 000$ ). It implied that the overall correlation matrix was also plausible and adequate in nature. It can therefore be justified that application of the PAF was fit for the data since the results indicated the factorability of the study data.

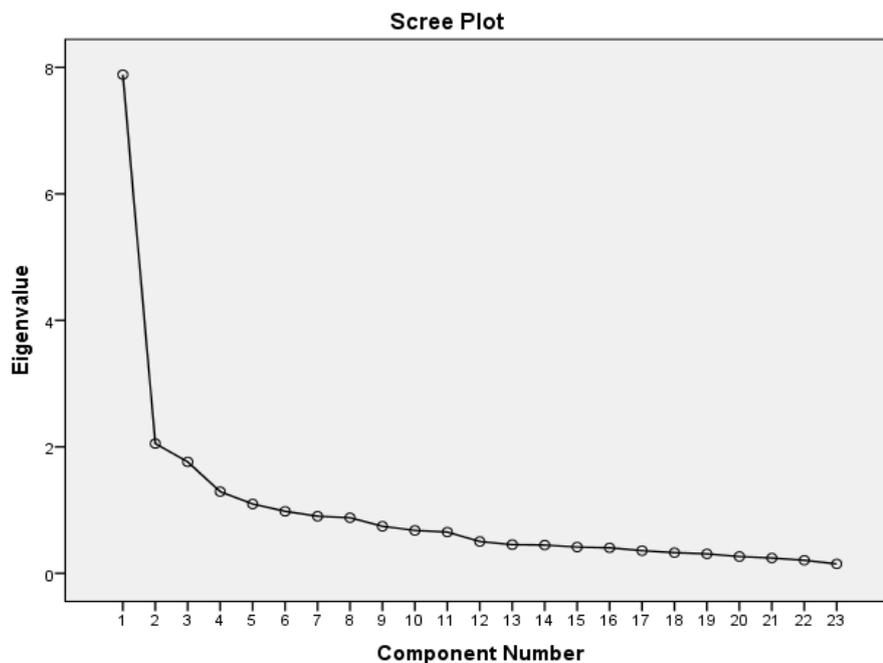


Figure 1. Scree plot

Further analysis was done to examine the eigenvalue standard with higher than 1.0. The results revealed that four factors existed each with more than three (3) item the figure 1 also indicated that there are four factors. The cumulative variance explained for the four factors was rated at 56% with a crossloading (SPV8 the university places high attention to strengthen the workers' relationships outside the work scope.) and this was eliminated. Meanwhile, there was significant correlation among the items with commonalities stretching from .319 to .737 and only one item has commonalities that was less than 0.4 (The university administration focuses on productivity more than duty hours).

A total number of 19 items was attached to the constructs in relation to their level of loadings. The factor meaningful value (4 items) with loadings higher than 0.6, support and promotion of value(6) with minimum loadings 0.58, discipline values (5 items) with loadings at score value 0.51

and free style values (4 items) and loadings score at 0.63. The empirical results further provide support for the reliability of the organizational structure scale.

Below is the Table 1 indicating the constructs with their respective items, eigenvalue, factor loadings, individual variance explained and communalities.

**Table 1.** *The four-factor structure with eigenvalues, factor loadings, communalities and variance explained*

Factor and item	Factor loading	Eigenvalue	Variance explained	Communalities
<b>Meaningful values</b>		<b>33.9</b>	<b>6%</b>	
My university goal and objectives are clear for all employees	.909			.708
The university top management focuses on the quality of the provided services	.664			.666
The university management and administration cares for the visitors and their needs	.670			.555
There are clear and definite instructions available in the university about the work performance methods.	.710			.687
<b>Support and Promotion Values</b>		<b>8.6</b>	<b>32%</b>	
My university administration honors and stimulates creative people	.695			.571
The university cares for the development of work relationships	.680			.698
The university shows interest in the social responsibility aspects	.718			.517
The university has definite bases for granting rewards and allowances	.738			.566
The university management encourages and adopts the new ideas	.611			.676
The university management supports the administrative development processes	.583			.688
<b>Discipline Values</b>		<b>7.6</b>	<b>3%</b>	
Both administrators and employees observe duty hours	.563			.452
The employees are adhering to the occupational description	.610			.620
All the employees of the university are adhering to the regulations and instructions	.679			.542
The university provides all required supplies for work performance	.516			.571
The university provides a suitable work environment	.843			.598
<b>Free Style Values</b>		<b>5.4</b>	<b>6%</b>	
The university considers the clients' views when developing new services	.647			.594
The university pays more effort for defining the client's needs and expectations	.828			.737
The university provides distinguished services proportional to the work expectations	.883			.730
When acquiring new clients, the current clients are retained	.752			.545

### Reliability of the organizational culture scale/construct

To attain the reliability fits, Cronbach's alpha coefficients were examined for the extracted structured as showed in Table 2.

**Table 2.** *Reliability of the factor structure*

<b>Factor</b>	<b>Number of items</b>	<b>Cronbach Alpha</b>
Meaningful values	4	.780
Support and Promotion Values	6	.827
Discipline Values	5	.779
Free Style Values	4	.798
<b>Overall</b>	<b>19</b>	<b>.900</b>

## **Discussion**

Even though many studies have been advanced to examine organizational culture practices in several institutions of the world, there is scanty information about the underlying factors that determine organizational culture structure at the Islamic University in Uganda. Therefore this study was done to establish the staff perceptions towards this important aspect in the field of organizational management. The study examined 24 items of organizational culture structure as advanced by (Al-bourini, Al-abdallah, & Abou-moghli, 2013b) and only 19 items came out of the data set with reliable value scores that ranged between .779 and .827 among the four unidimensionality scale of organizational culture. The findings support the organisational culture structure with four factors namely; meaningful values, support and promotion values, discipline values and free style values even although the items did not tally as prior used by previous studies. It means that items that were proved as being are reliable in some parts of the world did not give similar results for Islamic University in Uganda staff working culture. For example ‘The university uses objectives as a standard to measure the performance effectiveness, The university administration focuses on productivity more than duty hours and The university places high attention to strengthen the workers' relationships outside the work scope’. It is therefore important to note that even though the four dimension have remained relevant in the measurement of the organisation culture framework as advanced by earlier studies showed above, it is not true that all the items used can still apply to other organisations given their background settings and objectives.

## **Implications**

It is therefore very important for managers not to take things for granted and assume that all employees understand what is needed to do in relation to culture setting of an organization. For example administrators in the setting of higher education institutions need to understand the spectrum of their workers’ backgrounds and put into consideration both external and internal forces of demand that shape their behavior. With this kind of attitude they will be able to curtail on the powers and selfish approaches that some supervisors may want to use and bar inputs and new ideas from innovative staff in their institutions.

## **Recommendations and Conclusion**

In totality the study finding generated, that a dependable four-factor structure of organizational culture has been attained and this is in support of earlier findings that suggest that organizational culture is a multidimensional concept with an influence on both employee and organizational success. However, many theories suggest different scales and sub factors for these aspects of organizational health. Since organizational culture is a wide and complex phenomenon, this study only employed four that are composed of factors like meaningful values, support and promotion of values, discipline values, and free style values and found them applicable at the Islamic University in Uganda as per the findings of (Al-bourini et al., 2013b). It is therefore important for educational institutions to pay

greater attention to this aspect and ensure that staff are dedicated and well oriented to measure up with the tasks ahead of the challenges their institutions are likely to face in the competitive market.

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