Culture Metaphor as a Discourse in Public Management: The Case of the Polytechnic University of the Philippines

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ABSTRACT

This research aimed to ascertain the organizational culture of the Polytechnic University of the Philippines. Using the Organizational Culture Assessment Instrument (OCAI), the researcher profiled and assessed the current and the desired culture of the University. Moreover, the Competing Values Framework which is divided into four quadrants wherein each quadrant represents a particular culture type was used by the researcher to analyse the result of the OCAI. The four culture types are as follows; clan which exhibits collegiality and flexibility among members; hierarchy which has high regard to structure and control, both culture types are internally focused; adhocracy which promotes independence and flexibility; and market which focuses on the attainment of the organization's goals and objectives. The last two culture types are externally focused. This framework provided the researcher an in-depth understanding on the underlying basic assumptions and competing value orientations in the University. The result of the study shows that the dominant current and preferred culture type in the University is the clan culture. The result also suggests that there is no immediate need to change the current cultural values of the PUP community.

Keywords: Adhocracy Culture, Clan Culture, Competing Values Framework, Hierarchy Culture, Market Culture, Organizational Culture Assessment Instrument

INTRODUCTION

The 21st century has opened new possibilities and venues—a subterranean shift to the mode of consciousness and ways of life of people. This era has brought tremendous changes, challenges and opportunities to the world that has become interdependent, not just because of the traditional socio-economic policies and bureaucratic structures, but because of the advent of information technology which the well-known futurist and scholar Alvin Toffler (1990) labeled as the era of Information Technology Revolution. At this juncture in our history, information technology became pivotal in laying new structures/superstructures. Nations, organizations, and people in their individual capacity are entrapped in a web, creating

and possibly recreating, not just their identity but also their *habitus*. The age of information technology has given us new sets of goals, standards, norms and world views.

Despite of this development, several studies have shown that culture is an important aspect to consider in running an organization. Management of culture in particular is a key factor that can boost the performance of people working in an organization, thus pushing the organization to achieve its goals.

Similarly, integration which is imperative in any organization is commonly referred to as the problem of cultural management. Management of culture, thus, becomes necessary in dealing with organizations with complex orientations and ethno-linguistic backgrounds. As Jocano (1999) pointed out, *"Management is not only a system of ordering activities but is also a sociocultural encounter."* Accordingly, many studies have shown that culture affects the success and failure of an organization. To quote Kanungo and Jaeger (1990), *"Uncritical transfer of management techniques based on Western ideologies and value systems has in many ways contributed to organizational inefficiency in the developing country context...."* In the local landscape, the following studies conducted by scholars: (Licuanan, 1994; Jocano, 1990, 1999; Andres, 1981; McCoy, 1994; Recto and Dungo, 2008) show that extreme personalism dominate Filipino culture. This character in Filipino society plays an important role in the success or failure of an organization. Thus, cultural management becomes imperative in the administration of an organization. In essence, studying organization using the cultural approach will give us a better glimpse and understanding, not only of the organization *per se*, but also the people within and outside the organization. In this context, understanding the intricacies of the structure and the people who make and take part in the structure could improve the performance of the organization.

This development in the study of organization, wherein culture is used in conceptualizing organization, opened new possibilities in viewing and interpreting organization. The cultural model is concerned with all aspects of human life from simple to higher mental functions of human behavior such as language and the creation of meaning.

As such, the Polytechnic University of the Philippines (PUP), being a state university, is a microcosm of the country, which manifests the character of the state wherein different individuals with different cultural and ideological backgrounds interact/collide, thus enhancing the tensions that may result to either pushing the University to achieve its goal or hampering its realization. In this context, cultural management becomes an important course of action to maximize the potential of the community.

The Habitus

The Polytechnic University of the Philippines (PUP) is a nationally known comprehensive state university which is located in Sta. Mesa, Manila. It is the home of more than 60,000 students and nearly 3,000 officials, faculty members and administrative employees in all of its branches and campuses nationwide. These publics (the officials, faculty members, employees and students) come from different walks of life who aspire for economic progress through the quality education that it offers.

Every year, the University is flooded with thousands of aspiring applicants from all over the country in order to take its PUP College Entrance Examination (PUPCET). An approximate of 10,000 successful examinees are taken in to its various curricular programs which results into certain problems like poor ventilation and crowding of students in classrooms which suggests the apparent over population of the university. In spite of the problems, the university is still eyed as a catalyst for change by its clienteles. This is because PUP is notably regarded as an instrument in realizing the less privileged man's dreams and destiny. Since they conceive education as an instrument for success, the less privileged families struggle and work hard in order to send their children to university schooling. Dubbed as the *"Peoples" University of the Philippines"*, majority of the university's students come from families of the working class. This is due to the low tuition and other school fees that mitigate the difficulty of finishing an expensive college degree. With its inexpensive tuition and other school fees, PUP becomes the institution that crystalizes the dreams of its students in attaining success, thus the university serves its —*Ang layunin mong makatao/Dinarangal ang Pilipino".*

As its hymn says *"Pandayan ng isip ng kabataan / Kami ay dumating nang salat sa yaman / Hanap na dunong ay iyong alay"*, the university nurtures the holistic development of its students who come from the various provinces of the country. The students who finish education in the university would constitute a great bulk of the country's workforce, hence its students live by the lines *"Gagamitin ang karunungan / Mula sa''yo, para sa bayan"*. And whether they would embark on greener pastures overseas, its graduates are prepared to face the challenges because of the competencies and values that they learned from the academe, henceforth exemplifying *"Ang iyong aral, diwa, adhikang taglay / PUP aming gabay"*.

The effort of the University in keeping and utilizing its limited resources in order to impart quality education makes it comparable to the struggle of its students in attempting to fulfill their dreams. Through this effort, PUP ennobles itself in accomplishing its task for the country by uplifting the lives of the less privileged. As its hymn epitomizes, the University truly lives by its role as *"Tanglaw ng Bayan"* (Light of the Nation).

But these laudable characteristics and accomplishments are decelerated by certain factors like the organizational culture in the University. For example, the size per class apparently contributes to poor ventilation and gives stress to the professors and administrative employees because of the number of students that they have to deal with. The relationship between professors and administrative employees for instance suffers when the latter are not polite to the former, and vice versa. Similarly, the delivery of quality services to the students and the other stakeholders is another issue to contend with.

The researcher, being an alumnus, and now part of the teaching force of the University has also experienced these phenomena. He has been a witness on how this great institution changed the lives of many economically challenged but deserving students. PUP as an institution of higher learning in the country has contributed not only in the personal development of its students and workforce but also to national development. As one of the top producers of competent graduates in the country, PUP plays a crucial role in the country's effort to attain development. In this context, he would like to contribute to further improve his *Sintang Paaralan.*

He would like to validate his observations regarding the organizational culture of the University in order to address the problems that hinder the efficiency of the University. As already mentioned, PUP's role is vital to national development.

Similarly, PUP President Dr. Emanuel C. de Guzman, also a proud alumnus of the University, sees PUP's role to national development. He also sees the need of the institution to be competitive to address the demands of time and the need to be globally competitive without neglecting its mission to serve the economically challenged Filipinos. PUP has to strengthen its role in national development in this age of globalization. PUP carries in its shoulders, the hope and aspirations of the economically challenged young Filipinos to improve their life and in a way be productive members of the country. In this context, Dr. De Guzman's vision of the University is indicative of his background as a sociologist. He envisions a university which is a knowledge producer (epistemic) and not simply a consumer of knowledge. He also emphasized the importance of structures in insuring the realization of the University's function and vision. De Guzman's vision —*Clearing the paths while laying new foundations to transform the Polytechnic University of the Philippines into an epistemic community"* is the institutional response of this academic community to the challenges of time.

Likewise, in the light of implementing the vision of Dr. De Guzman to transform the University into an epistemic community wherein old habits, rituals and traditions are being challenged in laying new foundations, it is therefore significant to assess how the community receives such changes and challenges. The so-called old habits become part and parcel of the system and ingrained in the system and these formed part of the so-called underlying assumptions which create the social realities. Thus, it is necessary to decipher the basic underlying assumptions of the community in order to address the above-mentioned problems and challenges. These problems create a hindrance in the desire to ascertain the attainment of epistemic community which would determine PUP as one of the leading academic institutions in the country and in the Southeast Asian Region as evidenced by its rank among the top performing higher educational institutions in the country. One important strategy in addressing these issues is the scrutiny of the organizational culture in the University.

Assessment of the Current and Preferred Culture of PUP Based on OCAI

This study aimed to determine the organizational culture of the Polytechnic University of the Philippines using the Organizational Culture Assessment Instrument (OCAI). The researcher used the six key characteristics indicated by the instrument to describe and analyze the current and preferred organizational culture of the University. The six key characteristics are as follows: Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases and Criteria of Success (Camerron & Quinn, 1999).

The respondents of the study were faculty members and administrative employees of the Polytechnic University of the Philippines.

Tables 1 to 6 present the organizational culture of PUP using the Organizational Culture Assessment Instrument (OCAI). Using the six (6) indicators of OCAI namely: (1.) Dominant Characteristics; (2.) Organizational Leadership; (3.) Management of Employees; (4.) Organization Glue; (5.) Strategic Emphases and (6.) Criteria for Success, the researcher ascertained the organizational culture of the University. Using the Competing Values Framework developed by Cameron and Quinn (1999), the respondents rated their current and preferred organizational culture of the University. The Competing Values Framework is divided into four quadrants namely clan culture which is internally focused and flexible; adhocracy culture which is externally focused and flexible; market culture which is externally focused and highlights stability and control; and hierarchy culture which is internally focused and promotes control.

Table 1
Current and Preferred Organizational Culture of the University
with Respect to Dominant Characteristics

Dominant Characteristics	CURRENT			PREFERRED		
	Mean	Interpretation	Rank	Mean	Interpretation	Rank
A. The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	38.62	Clan	1	29.56	Clan	2
B. The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	19.68	Adhocracy	3	19.50	Adhocracy	3
C. The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	23.88	Market	2	32.05	Market	1
D. The organization is a very controlled and structured place. Formal procedures generally govern what people do.	18.40	Hierarchical	4	19.29	Hierarchy	4
Total	100			100		

Table 1 reveals the organizational culture of the University with respect to dominant characteristics. As shown in the table, the prevailing dominant characteristic is clan culture which is manifested in the responses of the respondents on the item —the organization is a very personal place. It is like an extended family. People seem to share a lot of themselves, with a weighted mean of 38.62, which also ranked first among the four statements. This means that the prevailing culture suggests that the respondents perceived the working environment as a sociable one and that people have a lot in common and that everyone treats the workplace as one big family. The table also shows that the respondents ranked second the statement —the organization is very result oriented. A major concern is with getting the job done. People are very competitive and achievement oriented, with a weighted mean of 23.88. This clearly indicates that the respondents somehow perceived that the university is a result-oriented organization with competitive, goal-oriented people. On the other hand, the respondents observe that the University is less hierarchical in terms of the dominant characteristic as indicated in the weighted mean of 18.40 which is ranked fourth among the four dimensions. This clearly suggests the respondents do not see the university as formalize and structured environment where procedures governed what the person does.

The findings of the present study substantiate the research work of Fox (2013) which indicates that the preferred dominant characteristics at Yolo County is clan culture which indicates that the respondents prefer a culture wherein people feel that the organization is like an extended family and that people seem to share a lot of personal information and features.

This corroborates the points of Smart and St. John (1996) in their study on the espoused culture and the culture in use. The study revealed that the effectiveness of the institution is affected by the culture types and the strength of culture. In this particular study, the dominant culture is the clan culture and the type of leaders in this culture type is a mentor and facilitator.

The findings of Olpoc (2010) strengthened the findings of the present study. The result shows that envisioning the organization as family and celebrating organizational events like a family gathering enhances the level of employee's participation. The results of the in-depth interviews show that the members of the University is family oriented. PUP is seen

as a home *(tahanan)* to many members of the community. Majority of the participants consider PUP as their home and the co-workers as *kapamilya* and or *kaibigan*. Even the students are considered children or little brothers and sisters. The survey also shows that PUP as an institution is very clannish. As evidenced by the title attached to the names of the co-workers *(kapwa manggagawa)* like *Ka Nonoy, Ka Abe, Kuya Ed, Ate Jo, Tito Jun, Tita Babes* which signify a certain degree of personal closeness and cohesiveness like a family. The PUP community works on these social realities and in a way for the past 100 years has become part of their value system (basic underlying assumptions).

Similarly, Table 1 discloses the preferred organizational culture of the respondents in terms of dominant characteristics. The table shows that the preferred organizational culture is market culture with a weighted mean score of 32.05, which was also rated 1st among the four dimensions. This denotes that the respondents prefer an organization whose concern is to getting the job done and that people should be competitive and achievement oriented. The clan culture in which the organization is perceived as a very personal place and that employees are treated as extended families ranked 2nd with a weighted mean score of 29.56. Adhocracy and hierarchical which were perceived as least preferred cultures by the respondents were rated 3rd and 4th respectively.

With respect to dominant characteristics, the result of the study shows that the preferred dominant culture of the University is the market culture. Of the six key indicators of OCAI, this is the only indicator wherein market culture became the dominant preferred culture of the members of the University. This would mean that the members of the organization, despite the prevalence of the clan culture which suggests that the community is internally focused and value personal relationship, the University would also want to be competitive especially in their dealings with the outside environment. This is a strong indication that the members of the community are aware on their important roles to fulfill for the University. As a response to the demands of time and in support of the vision of the University president, the members of the community are willing to leave their comfort zones in order to be a more productive members of the institution. This is a manifestation that the faculty members of the University are committed to the goals and objectives of the institution.

Table 2

Current and Preferred Organizational Culture of the University
with Respect to Organizational Leadership

Organizational Leadership	CURRENT			PREFERRED		
	Mean	Interpretation	Rank	Mean	Interpretation	Rank
A. The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	30.31	Clan	1	31.01	Clan	1
B. The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	21.37	Adhocracy	4	21.98	Adhocracy	4
C. The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus	23.63	Market	3	22.45	Market	3
D. The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	24.94	Hierarchy	2	25.03	Hierarchy	2
Total	100			100		

Table 2 discloses the prevailing organizational culture of the University with respect to organizational leadership. The table shows the respondents rated the item —the leadership in the organization is generally considered to exemplify mentoring, facilitating or nurturing first, with a weighted mean of 30.31. This shows that the leaders in the university are thought as mentors and perhaps even parent figures. The other culture types are less represented in the organizational leadership dimension with weighted means of 24.94 for hierarchical culture, 23.62 for market culture, and 23.67 for adhocracy culture.

Similarly, Table 2 discloses that the preferred organizational leadership culture as manifested in the weighted mean score of 31.02 is clan culture which suggests that the respondents preferred leaders in the University as people who possess mentoring, facilitating and nurturing characteristics. Hierarchical leadership culture which exemplifies coordination, organizing, or smooth-running efficiency follows at distant 2nd with weighted mean score of 25.03 while market leadership culture which characterizes leaders as being no nonsense, aggressive, and results-oriented was 3rd with weighted mean score of 22.46. Adhocracy leadership culture, which typifies leaders as entrepreneurs, innovative, and risk-takers was ranked 4th among the four dimensions.

The preferred organizational culture of the University with respect to the leadership aspect are the clan and hierarchy culture types. In several occasions, the narratives of the members of the community highlighted the important role of the leaders in the success of the organizations. The researcher has heard a lot of stories from senior members of the faculty the important role of the PUP leadership in the current state of the University. Many of them emphasized that their ideal leaders are those who can persuade the community to support his/her cause. A towering father figure who could provide them directions and someone who can command and persuade the members to follow his/her directions. In the case of PUP, the participants identified Dr. Nemesio Prudente as the organizational hero of PUP. Dok Prudente as he was fondly called was seen by the members of the community as a charismatic leader who can inspire and persuade the members of the organization. Dok Prudente was also considered by the community as someone who possessed relational attributes which are very much Filipino, like *pakikipagkapwa, mababang loob, makatao* and

malakas ang loob. This result is relevant to the article written by Conger and Kanungo (1987) wherein members of the organization preferred a leader who is charismatic, visionary, with strong character, great communicator and possess the ability to persuade the members. This is also relevant to the findings of Jocano (1999) who argued that Filipinos preferred a leader who is like a father. Similarly, Talisayon (1995) pointed out that Filipinos in general would like their leaders to possess the following characteristics; *makatao, mabuting pakikipagkapwa, may malasakit sa kapwa, malakas ang loob, maka-Diyos, makatarungan, demokratiko at magaling.*

The findings of Ng'ang'a and Nyongesa (2014), confirms the result of this study by emphasizing the important role of the leaders in the success of the organization. They affirmed that leaders are significant in the establishment of a strong organizational culture. They presented three factors that influential leaders should possess to influence the foundation of a strong organizational culture. These factors are; desirable values; sincere and dedicated commitment; and, genuine concern for the well-being of the institution and other stakeholders. The story of Dok Prudente as PUP's organizational hero contributed a lot in the strengthening of the institution's values. Similarly, the narratives of the members of the community also confirmed the result of the study. The present administration is seen by the community as *may pagpapahalaga sa tao.*

Moreover, Table 2 clearly shows that the current and the preferred organizational leaders of the members of the University is the clan culture. Based on the Competing Values Framework, this type of culture is internally focused which suggest that the University value personalism. This is corroborated by the observation of the researcher in which the dominant characteristic with respect to their leaders highlights personalism. In this context, the ideal leader for the members of the PUP community resembles the dominant view of the Filipinos of their leaders. In fact, a survey commissioned by the Ateneo de Manila University before the presidential election of 1998 showed that Filipinos would prefer a president who is motherly (*maasikaso, maaruga*); fatherly (good provider, *malakas ang loob*); kind (*maka-Diyos*); and, efficient. The result is indicative of the prevalence of personalism in Philippine society. The leaders are seen as someone who can provide the personal needs of the voters and not as someone who can run the bureaucracy efficiently.

Table 3
Current and Preferred Organizational Culture of the University
with Respect to Management of Employees

Management of Employees	CURRENT			PREFERRED		
	Mean	Interpretation	Rank	Mean	Interpretation	Rank
A. The management style in the organization is characterized by teamwork, consensus, and participation.	30.59	Clan	1	35.10	Clan	1
B. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	21.32	Adhocracy	4	20.66	Adhocracy	4
C. The management style in the organization is characterized by harddriving competitiveness, high demands, and achievement.	24.19	Market	2	21.89	Market	3
D. The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	23.72	Hierarchy	3	22.88	Hierarchy	2
Total	100			100		

Table 3 shows the prevailing —management of employee dimension of the organizational culture. A closer look at the table shows that the item —the management style in the organization is characterized by teamwork, consensus, and participation has a weighted mean of 30.59, which was also ranked first among the four dimensions. This means that the respondents see the prevailing management of employee style focuses on teamwork and participation rather than the focus on conformity and security of employment. The scores (weighted mean) of the market, hierarchical, and adhocracy cultures are 24.19, 23.72, and 21.31 respectively.

The findings of Pekannen (2010) substantiates the outcomes of this study wherein the dominant culture types as assessed by the PUP respondents are clan and market culture. The culture types have different orientations in which the clan is internally focused and flexible while the market culture is externally focused and controlled. Pekannen (2010) found out that the effort of the management to improve the efficiency and productivity of the organization, has resulted to the creation of two competing values which are flexibility and control.

Moreover, the observation of the researcher supports the idea that the management is involving the different sectors in addressing the different issues in the University. As opined by a faculty member from the College of Social Sciences and Development during a casual talk with the researcher, the administration of Dr. de Guzman is very consultative. According to him, this administration is doing its best to consult the different sectors of the University. This particular action of the management corroborates the result of this particular indicator of OCAI which is the clan culture type.

Furthermore, Table 3 shows that the preferred culture of the respondents in terms of management of employees is clan culture with a weighted mean score of 35.10. The respondents clearly indicate that decision making in terms of managing the employees should be based on team, consensus, and participation. Hierarchical culture which characterizes management style that emphasize security of employment, conformity, predictability, and stability in relationship follows in distant second with a weighted mean score of 22.88. Market culture which personifies hard-driving competitiveness, high demands, and achievement, is ranked third with a weighted mean score of 21.89. The adhocracy culture which is

manifested in individual risk taking, innovation, freedom, and uniqueness is rated last with a mean score of 20.66.

The work of Jocano (1999), supports these particular findings of the study by emphasizing the incongruences of the socio-cultural norms and the bureaucratic norms. The study shows that the Filipinos are family and personality oriented as opposed to the characters of the bureaucracy which is merit and system oriented. Moreover, he identified three elements that can be used to harmonize and strengthen employers-employees relationship and these are as follows: identity (*kaugnayan*); pride (*karangalan*); and commitment (*katapatan*). All three elements are part of the highest Filipino core value which is *malasakit*. Jocano (1999), elucidated that knowing the culture of the people will best serve the interest of the organization. For him, knowing the prevalent cultural characteristics of the Filipinos could help managers minimize organizational conflict. Cultural management, therefore, is a good opportunity to maximize the potential of the organization.

This result is further supported by the observation of the researcher which reveal that the present administration of the University is very consultative. The members of the community appreciate this culture. Similarly, the value of personal relationship (*kapamilya, kaibigan, kabarkada*) is emphasized and formed part of the dominant cultural characteristics. These cultural characteristics served as the grammar-like rules that are observed by the social actors in the given habitus.

Table 4
Current and Preferred Organizational Culture of the University
with Respect to Organizational Glue

Organizational Glue	CURRENT			PREFERRED		
	Mean	Interpretation	Rank	Mean	Interpretation	Rank
A. The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	31.83	Clan	1	34.38	Clan	1
B. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	21.44	Adhocracy	4	22.75	Adhocracy	2
C. The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	23.49	Market	2	21.83	Market	3
D. The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	22.67	Hierarchy	3	21.36	Hierarchy	4
Total	100			100		

Table 4 discloses the prevailing culture of the University with respect to the —organizational glue. As can be seen in the table, the respondents indicated that the current organizational glue dimension is clan, with a weighted mean score of 31.83 and also ranked first among the four dimensions. This demonstrates that the respondents recognized the University as having a trustworthy, committed, and loyal organizational glue and fewer rules and policies holding the organization together. Second, with 23.49 points, is a market culture, with emphasis on aggressively accomplishing achievements and goals as the unifying characteristics. The next culture type is the hierarchy culture with a mean of 22.68. This culture type is characterized by formal rules and policies. Again, the adhocracy culture of innovation and development is last among the known scores.

Similarly, Schein (1992) expressed the importance of structure, rituals, stories and other artifacts which in his opinion are cultural re-enforcers that enhanced the organization's values and assumptions. These cultural artifacts are nurtured by the community and served as organization's glue that binds the members of the community together. The narratives that were observed by the researcher like political activism, collective struggles which led to the occupation of the present location of PUP and other stories are cascaded to the new members of the community, thus, the new members are acquainted and acculturated to the University's culture. The stories of activism and struggle of the PUP community were cascaded to the members and these served as their reference point in their *lived experience.*

Furthermore, Grahan (1999) and Johnston (1991) presented a theoretical explanation which explains the importance of organizational stories, myths, organizational hero, rites, rituals and norms as organizational glue. The two scholars also explained that organizational culture is developed by the group as it learned to cope with the problems of external adaptation and internal integration. Similar to the case of the PUP community, these elements had shaped the values and assumption of the University. In this context, the clan culture type which is the dominant culture with respect to the item —organization's glue is developed by the community and in a way became effective in dealing with its problems. This also explains why in this particular indicator of OCAI, clan and hierarchy culture types are ranked number one and two respectively. The two

culture types are both internally focused. As observed by the researcher, the glue that made the members stick together is the feeling that PUP is their home and their co-workers (*kapwa-manggagawa)* are members of their family. In fact, a good number of PUP employees have a relative in the University. This would explain that in some ways, indeed, the University is an extension of the family.

Furthermore, Table 4 reveals that the preferred organization culture of the respondents with respect to organizational glue is the clan culture, with a weighted mean score of 34.38 and is ranked first among the four dimensions. This means that respondents would prefer to have a trustworthy, committed, and loyal organizational glue and fewer rules and policies holding the organization together. The other three dimensions (adhocracy, market, hierarchy) are least preferred based on their weighted means.

Relevant to the findings of this study is the argument posited by Peters and Waterman (1982), which shows that excellent companies cascaded the organizational culture through stories, rituals, myths, slogan and legend. In the case of PUP, the stories of sacrifices and collective efforts of the members to acquire the present land area of the University has become a favorite topic in formal and informal gatherings. This would explain the reason why the dominant organizational glue of the institution is the clan culture type which emphasized loyalty and mutual trust. The collective effort of the community has become the shield of the institution in the external adaptation and internal integration. The success of this collective effort of the community has become the assumptions of the University.

The findings of Park and Kang (2014) validate the important role of the leaders in the molding of the culture of the organization. Nevertheless, the authors emphasized that it is imperative to communicate this to the members through formal and informal ways like stories, myths, rituals and other ceremonies. Similar to PUP wherein the members are acquainted with the values of the University through informal and formal gatherings like small talks (*umpukan*) and a lecture series like the Nemesio Prudente Lecture Series (NEPS) that intend to mold leaders who are nationalist and civic oriented.

Table 5
Current and Preferred Organizational Culture of the University
with Respect to Strategic Emphases

Strategic Emphases	CURRENT			PREFERRED		
	Mean	Interpretation	Rank	Mean	Interpretation	Rank
A. The organization emphasizes human development. High trust, openness, and participation persist.	28.15	Clan	1	31.58	Clan	1
B. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	23.05	Adhocracy	3	24.16	Adhocracy	2
C. The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	22.88	Market	4	20.33	Market	4
D. The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	25.36	Hierarchy	2	23.78	Hierarchy	3
Total	100			100		

Table 5 reveals the current organization culture of the University in terms of strategic emphases. The table indicates that as far as strategic emphases are concerned, the organization (PUP) stresses clan culture which means openness, trust, and an emphasis on human development, with a mean score of 28.15, and also ranked first among the dimensions. Hierarchy type of culture which emphasizes stability, efficiency, and control for a consistent operation is second (25.36). Adhocracy culture is third (23.05), which emphasizes new challenges and opportunities. Competitive action and attaining targets and goals of the market culture is fourth (22.88).

Sackman (1997), in his analysis of the organizations emphasized the important role of culture which in his opinion is composed of tacit and explicit assumptions commonly held by a group of people. This particular assumption is distinct to the group which serves as a form of legitimation of the collective behavior. These tacit assumptions serve as the core culture and usually the most resistant to change. In the case of PUP, the result of the OCAI with respect to strategic emphases reveal that the dominant culture types are the clan culture and hierarchy culture. Both culture types are internally focused and value social integration. This means that the emphasis of the community is the empowerment of its human resource and it values stability and control. This supports the dominant characteristics narrated by the participants in the in-depth interview which emphasized the dominance of a family culture. The community values personal relationships wherein the University is seen as a home and the members of the community are family members. This also explains why hierarchy culture type ranked second. The family culture also emphasized order, stability and permanence.

This reminds the researcher of Malinowski's functionalist approach which viewed culture as an apparatus of the society to cope up with the society's problems and challenges. In this view, cultural manifestations such as institution, myths, and stories are seen as functional necessities for the satisfaction of the community's needs (Recto & Dungo, 2008). In essence, the dominance of the clan and hierarchy culture types in the University is a functional response of the members of the community to achieve internal integration and the necessity of external adaptation.

Moreover, Table 5 unveils the preferred organizational culture with respect to strategic emphases is the clan culture with a weighted mean score of 31.58, indicating that they prefer openness, trust, and human development as strategic emphases. Adhocracy which emphasizes new challenges and opportunities is ranked second with a weighted mean score of 24.16. Hierarchy culture is ranked third with a weighted score of 23.78. This culture type is characterized by stability, efficiency, and control for consistent operation. The market culture is ranked fourth with a mean score of 20.33. The emphasis of this type of culture are competitive actions and achievement.

The theoretical construction of Jocano (1999) provided a historico-cultural explanation to the dominance of the clan culture type in Philippine organizations. PUP as an academic institution is not exempted from this phenomenon. As shown in the table, the dominant culture type of PUP as perceived by the members of the community is clan culture. This suggests that the institution values personalism in the organization. In this view, Jocano (1999) proposed the following concepts to be considered in the organization: corporate organization as *angkan*; corporate manager as *bagani*; Filipino corporation as *mag-anak;* and quality circle as *samahan*.

As a member of the community, the researcher is able to observed the closeness of the faculty members and administrative employees. This closeness has a double edge implications for the University wherein there are times that it helps the attainment of the University's goals while in some instances it becomes a hindrance in the attainment of the University's goals and objectives.

Table 6
Current and Preferred Organizational Culture of the University
with Respect to Criteria of Success

Criteria of Success	CURRENT			PREFERRED		
	Mean	Interpretation	Rank	Mean	Interpretation	Rank
A. The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	33.00	Clan	1	37.66	Clan	1
B. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	19.92	Adhocracy	4	19.41	Adhocracy	4
C. The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	22.27	Market	3	20.86	Market	3
D. The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and lowcost production are critical.	24.75	Hierarchy	2	22.42	Hierarchy	2
Total	100			100		

Table 6 divulges the current organizational culture of the University with respect to criteria of success. The respondents indicated that success is determined by the personal and professional development of employees, teamwork, and employee's commitment is first as the clan culture has 33.00 points. Success based on efficiency, effectivity, and dependability of services was rated second with 24.75 points for the hierarchy culture. Success based on the parameters of competitiveness in the marketplace is ranked number three with a mean of 22.27. Ranked number four is the adhocracy culture type which emphasized innovation with a mean of 19.92.

The result of this study is corroborated by the findings of Aydin and Ceylan (2009) regarding the significant relationship of organizational success and the types of culture. They found out that the employees preferred collaboration and involvement, concern for the stakeholders, incentive and system of control. The dominant culture of PUP with respect to criteria of success is the clan culture and the hierarchy culture. This means that the institution views success on the basis of its human resource development coupled with efficiency on the delivery of service.

The findings of Vogds (2001) emphasizing the importance of social capital to the success of the organization substantiates the result of the present study. The result of the study manifested a strong leaning of the members of the community to clan culture and hierarchy culture. Both the clan and hierarchy types of culture are internally focused which suggests that the criteria of success of the community is focused on the development and empowerment of the human capital. The participants in the in-depth interview applauded the concern of the leadership of PUP to the general welfare of its constituents. Similarly, the concern of the administration even to part-time faculty members and casual employees are indicative of the institution's culture of valuing the members of the community. This concern (*malasakit*) is manifested in the so-called *pagpapahalaga sa tao* through the institutionalization of the institution's support mechanism.

This is confirmed by the observation of the researcher. The effort of the current administration to institutionalize the different mechanism of the institution to empower the human resource of the University is a proof of the commitment of the University to empower its human resource.

Moreover, Table 6 shows the preferred organizational culture of the respondents with regard to criteria of success. The table reveals that the respondents prefer having clan culture in evaluating criteria of success of the University. The weighted mean score of 37.66 indicates that the respondents favor that the university defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people. Success based on efficient, effective, and dependable delivery of services was rated second preferred culture with a weighted mean score of 22.42 points for the hierarchy culture. The market culture of success based on being competitive in the marketplace is ranked third with only 20.86 weighted mean score. The adhocracy culture based on innovating new products is ranked last with a weighted mean score of 19.41.

Aydin and Ceylan (2009), provided a theoretical explanation on the relationship of effectiveness and success to organizational culture. Organizational effectiveness and success have significant correlations with the cultural dimensions in the organization. It is in this context that the finding of this study is significantly relevant to the conclusion of the two researchers. In the case of PUP wherein the preferred culture types are the clan and hierarchy cultures, the emphasis given to human resource and efficiency are very strong. This is indicative of the values that the University invest on its human resource and is reflective of its basic underlying assumptions. The personal relationships (*pakikipagkaibigan* and *pakikipagkapwa*) which is based on the concept of *kapwa* as a reflection of the self, defines the rules that must be followed by the members of the community, hence one of the indicators of success of the institution is concern (*malasakit*) for your coworkers (*kapwa-manggagawa*). This is strengthened by the hierarchy culture which emphasized smooth and efficient delivery of services.

This particular result corroborates the findings of Urgel (2008) with regard to the criteria of success. As shown in the table, the dominant preferred culture of the University is clan which emphasizes commitment, concern for people (*malasakit*), teamwork and people's empowerment. Similarly, Urgel (2008) found out that success in Philippine organizations especially among the religious type and community based organizations is equated to organization's effectiveness and the most important part is sharing

success to others (*kapwa*). This is the reason why Filipino cultural values like *pananagutan* and *pakikipagkapwa* are very strong among these organizations. The study also pointed out the importance of leaders cascading the agenda to the members and making them feel that the members are important in the organization. Relevant to this finding is the result of the survey which is substantiated by the in-depth interview emphasizing the dominance of Filipino cultural values in the University like *kapamilya, kaibigan, malasakit, mabuting pakikipagkapwa tao* and *responsibilidad.*

CONCLUSION

The study reveals that the dominant organizational culture of the faculty members and administrative employees of the Polytechnic University of the Philippines is the clan culture. The clan culture is the dominant current characteristic of the six key indicators of OCAI, namely, dominant characteristics, organizational leadership, management of employees, organization glue, strategic emphases and criteria of success. On the other hand, the preferred dominant characteristic of the University is market culture, which is a deviation from the current organizational culture. As to organizational leadership, management of employees, organization glue, strategic emphases, and criteria of success, clan culture is the preferred culture type.

Furthermore, the results of the organizational culture assessment instrument show that there are no immediate needs on the part of the PUP administrators to initiate drastic change to align the current culture to the desired and preferred culture type of the members of the PUP Community.

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