

AN EXPLORATORY STUDY OF ORGANIZATIONAL CULTURE IN PHILIPPINE FIRMS

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Organizational culture studies have proliferated in the management literature in recent years. This is largely because the study of the culture concept prompts researchers to question commonly held assumptions about organizations and their value to society. This study seeks to describe and characterize, at an exploratory level, the culture in Philippine organizations.

Results of a questionnaire survey of 136 Philippine managers regarding their firms' organizational culture show that specific industries may share common cultural characteristics along the organic-mechanistic and integration-differentiation continuums, and that some of those commonalities might be explained by similarities in their competitive environment, customer requirements, and societal expectations. These results, however, have yet to be verified by similar explorations into other demographic variables such as company size.

This study can be extended by exploring the relationships between the resulting cultural variables and such organizational characteristics as: firm size, financial performance, stock price performance, ethical behavior, work satisfaction, corporate success factors, firms' market-orientedness, success in mergers and acquisitions, various other performance variables, etc.

I. INTRODUCTION

In today's industrial society, the organization is viewed as a collectivity to which employees belong rather than just a workplace comprising separate individuals. Organizations are mini-societies that have their own distinctive patterns of culture and subculture. We have seen how organizational culture develops as an ethos created and sustained by social processes, images, symbols, and rituals. Such patterns of belief and shared meaning, fragmented or integrated, and supported by various operating norms and rituals can exert a decisive influence on the overall ability of the organization to deal with the challenges that it faces (Morgan, 1997).

It is for this reason that organizational culture studies have proliferated in the management literature in recent years.

Thanks to the integrating work of sociologists and anthropologists, culture has been found to be a completely different component that also may contribute significantly to organizational functioning, in addition to systems, structure and people (Deshpandé and Webster, 1989).

The concept of culture is useful for organizational analysis because it prompts researchers to question commonly held assumptions about organizations and their value to society (Smircich, 1983). However, despite agreement about the importance of culture as an organizational variable, consensus about its definition and measurement is lacking. The varying cultural perspectives have led to several theoretical dilemmas in defining and measuring organizational culture—for

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example, choosing between definitions of culture in both anthropology and organizational studies, the distinction between culture and climate, the appropriate level of analysis, whether to use survey or ethnographic measurement, and the distinction between culture and subcultures (Deshpandé and Webster, 1989).

Nevertheless, it would be worthwhile encouraging the development of a stream of research on organizational culture, because, firstly, there will have to be a theoretically acceptable way in which to describe the

‘culture’ in given organizations, and secondly, the measurement of the emergent cultural variables is necessary if we are to relate them to such organizational characteristics as: firm size, financial performance, stock price performance, ethical behavior, work satisfaction, corporate success factors, marketing and selling effectiveness, and various other performance variables. The first of these reasons is what this study seeks to achieve: to describe and characterize, at an exploratory level, the culture in Philippine organizations.

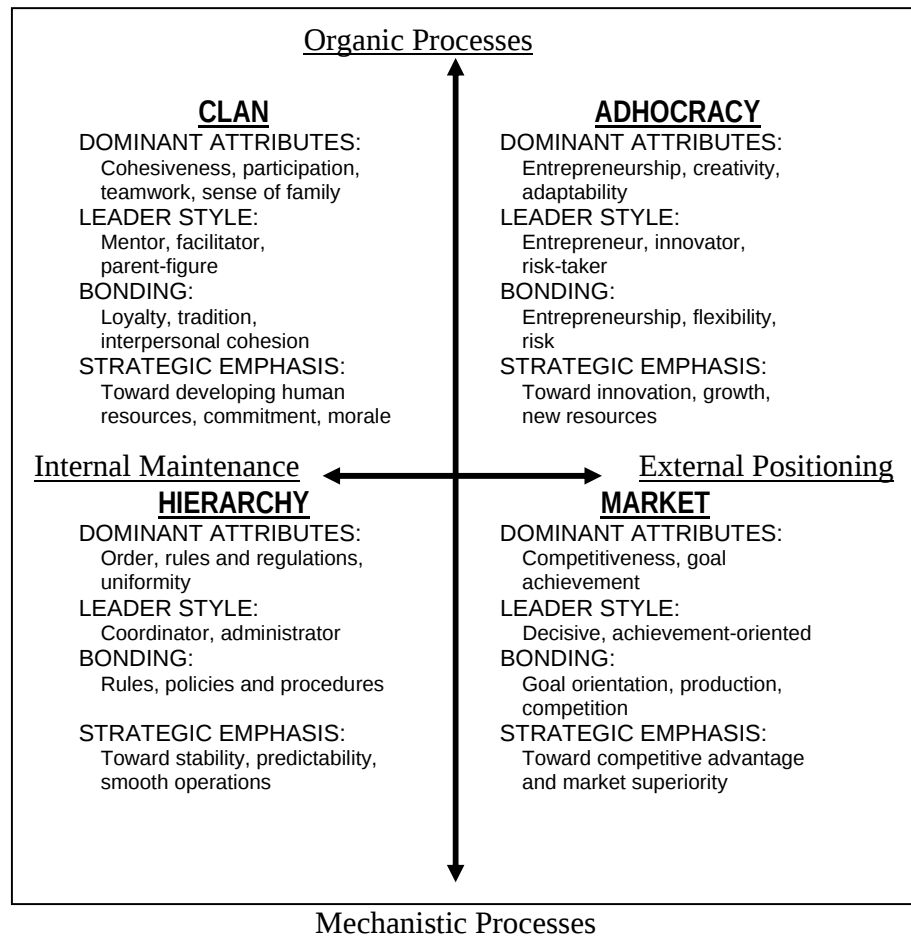
II. RESEARCH QUESTION

Given that organizational culture is an important concept to warrant investigation and exploration, and given that organizational culture is what the employees perceive and how this perception creates a pattern of beliefs, values, and expectations, it would be good to apply a tenable theoretical framework for characterizing the cultures in the Philippine business environment.

This study seeks to describe and characterize, at an exploratory level, the culture in Philippine organizations. The study uses the construct of Deshpandé, Farley and Webster, who in turn develop their model based on Cameron and Freeman (1991), and Quinn (1988). Deshpandé, Farley and Webster have shown that a model of culture types can be derived. The model they develop and use is defined by two key dimensions, which represent a merging of two major theoretical traditions from the

organizational behavior literature: the systems-structural perspective, and the transaction cost perspective, which is grounded also in economics. One axis describes the continuum from *organic* to *mechanistic* processes, that is, whether the organizational emphasis is more on flexibility, spontaneity, and individuality, or on control, stability, and order. The other axis describes the relative organizational emphasis on *internal maintenance* (i.e., smoothing activities, integration) or on *external positioning* (i.e., competition, environmental differentiation). The four resulting culture types are labeled: clan, hierarchy, adhocracy, and market (see Figure 1). Each culture label includes assumptions relating to: dominant organizational attributes, leadership styles, organizational bonding mechanisms, and overall strategic emphases.

Figure 1
Deshpandé, Farley and Webster Model of
Organizational Culture Types



Source: Deshpandé, R., J. U. Farley; and F. E. Webster, Jr. (1993), "Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis," *Journal of Marketing*, 57(1), p. 25.

The questionnaire (see Appendix) captures and expresses clearly the four culture types described above. While questions remain about the measures used to assess culture and while definitional problems have not been resolved, there have,

nevertheless, been several attempts at the empirical testing of the theoretical models on organizational culture developed in the literature (Douglas, Davidson, and Schwartz, 2001; Hunt, Wood, and Chonko, 1989; and Deshpandé, Farley, and Webster, 1993).

Acuña (1999-2000) studies the comparative value orientations and internal work cultures of six Philippine banks using Hofstede's value model and adding paternalism and leadership styles, and analyzes their impact on job design, supervisory practices, and rewards allocation. The current study, however, finds the Deshpandé, Farley and Webster scale more complete in that it incorporates four cultural elements: dominant organizational attributes, leadership styles, organizational bonding

mechanisms, and overall strategic emphases. In addition, it merges two important theoretical perspectives on organizational culture: the systems-structural perspective, and the transaction cost perspective.

This study seeks to describe and characterize, at an exploratory level, the culture in Philippine organizations. It uses the scale by Deshpandé, Farley and Webster, for the reasons cited above (see Appendix for the Questionnaire).

III. LITERATURE REVIEW

Culture, like role, lies at the intersection of several social sciences and reflects some of the biases of each—specifically those of anthropology, sociology, social psychology, and organizational behavior. Thus, each culture researcher is likely to develop explicit or implicit paradigms that bias not only the definitions of key concepts but the whole approach to the study of the phenomenon (Schein, 1990).

Popular best-seller books provide anecdotal evidence about the powerful influence of culture on individuals, groups, and processes. However, theoretically based and empirically valid research on culture and its impact is still quite sketchy. Questions remain about the measures used to assess culture, and definitional problems have not been resolved. There has been the inability of researchers to show that a specific culture contributes to positive effectiveness in comparison to less effective firms with another cultural profile (Ivancevich, Konopaske and Matteson, 2005).

These facts notwithstanding, it would be good to outline the development of the field of organizational culture, so that we may be led to an understanding of the major paradigms that have been established and to a choice of a tenable conceptual framework of organizational culture as a basis for an

exploratory description of Philippine companies.

The development of interest in the concept of culture applied to organizational functioning was due to the realization by organizational sociologists in the mid-1970s that traditional models of organizations did not always help them to understand observed disparities between organizational goals and actual outcomes, between strategy and implementation. Culture has been found to be a completely different component that also may contribute significantly to organizational functioning, in addition to systems, structure and people (Deshpandé and Webster, 1989).

There have been varied approaches to the study of organizational culture. The main themes have been: (a) Comparative Management approach; (b) Contingency Management Perspective; (c) Organizational Symbolism; (d) Structural-Psychodynamism; and (e) Organizational Cognition. Each one of these approaches is discussed in turn.

Comparative Management Approach

In the comparative management approach, culture can be viewed as a variable *exogenous* to the firm, influencing the development and reinforcement of core beliefs and values within the organization

(e.g., a national culture). Such cross-cultural studies of management typically are motivated by a search for explanations for differences in organizational outcomes such as job satisfaction or effectiveness, as in the many studies of Japanese versus American management and their differences based on the differences in Japanese and U.S. national cultures (Deshpandé and Webster, 1989). However, more comparative cultural studies are needed to better understand how culture impacts behavior. This approach has yet to be operationalized and studied further to produce a scale or inventory for purposes of empirical analyses and surveys.

Contingency Management Perspective

In studies with a contingency management perspective, culture is seen as an independent variable *endogenous* to the firm, consisting of beliefs and values developed by and within the organization (Morgan, 1997, and Deshpandé and Webster, 1989). The contingency approach to organization, which has established itself as a dominant perspective in modern organizational analysis, treats organizations as open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances (Morgan, 1997). Thus, measures of corporate performance are influenced in significant and systematic ways by the shared values, beliefs, identities, and commitment of organizational members (Peters and Waterman, 1982). It is possible to identify and test the elements of culture given this perspective; however, there are no extant scales or inventories for purposes of empirical analyses and surveys.

Organizational Symbolism

In an organizational symbolism perspective, an organization is a system of shared meanings and symbols, a pattern of symbolic discourse that provides a

background against which organization members organize and interpret their experience (Deshpandé and Webster, 1989). A representative example of this paradigm is the work of Hatch (1993), which extends the work of Schein to be a symbolic paradigm of organizational culture. Whereas Schein distinguishes only three levels at which culture manifests itself, viz., (a) observable artifacts, (b) values, and (c) basic underlying assumptions, Hatch takes this dynamically, by introducing the idea that artifacts in turn give rise to *symbols* through the process of 'symbolization'. This dynamic view of culture argues for two fundamental changes to Schein's model: (a) symbols are introduced as a new element, which accommodates the symbolic-interpretive perspective, and (b) the elements of culture are made less central so that the relationships linking them become focal.

Empirical studies using Schein's and Hatch's models have largely focused on providing frameworks for understanding norms and values prevailing in organizations, for instance, in order to explain ethical behavior (Palazzo, 2002) or to explain gaps between individual values and organizational values.

Structural-Psychodynamism

In this paradigm, the research goal is to discover structural patterns that link the unconscious human mind with overt manifestations in social arrangements. Researchers see organizations as a form of human expression rather than as goal-oriented, problem-solving instruments. This perspective is analogous to the metaphor of organizations as psychic prisons, according to which we would expect the pattern of organizational life to be created and recreated in accord with the patterns or structures found in the history of myth and literature. The analysis by Ian Mitroff (1984), who has made an important theoretical contribution in this area, suggests that we may be able to

understand the unconscious significance of much organizational behavior in terms of the great themes that have shaped history (Morgan, 1997). It is possible to operationalize this perspective in the form of survey questions or scales; there are, however, no such scales or inventories for purposes of empirical analyses.

Organizational Cognition

This approach is based on cognitive organization theory and is analogous to the cognitive paradigm in much of consumer behavior research. This perspective on organizational culture focuses on managerial information processing and views organizations as knowledge systems (Deshpandé, Farley and Webster, 1993). This is the aspect of the culture metaphor that has had the greatest impact on organizational practice to date. Since the 1980s there has been a growing realization that the fundamental task facing leaders and managers rests in creating appropriate systems of shared meaning that can mobilize the efforts of people in pursuit of desired aims and objectives (Luthans, 2005).

Because of the extant culture framework developed by Deshpandé, Farley and Webster (1993), their scale is being used in this paper. Their model is in turn adapted from Cameron and Freeman (1991) and Quinn (1988), and draws largely from the cognitive theory of organizations. Concretely, it is based on the “competing values model” of organizational development, which in turn is based on an empirical analysis of the values individuals hold for organizational performance (Deshpandé, Farley and Webster, 1993). This analysis enables the derivation of a model of culture types, because cultures are defined by the values, assumptions, and interpretations of organization members, and because a common set of dimensions organizes these factors on both psychological and organizational levels.

The framework developed by Edgar Schein falls within this paradigm in that, as he claims, a founder’s beliefs and values are taught to new members and, if validated by success, undergo cognitive transformation into assumptions. His model draws as well from systems theory and from the Lewinian field theory (Schein, 1990). Schein (1990, p. 111) defines organizational *culture* as:

- (a) a pattern of basic assumptions,
- (b) invented, discovered, or developed by a given group, (c) as it learns to cope with its problems of external adaptation and internal integration, (d) that has worked well enough to be considered valid and, therefore (e) is to be taught to new members as the (f) correct way to perceive, think, and feel in relation to those problems.

Existing empirical studies using Schein’s model focus largely on its use to provide frameworks for understanding norms and values prevailing in organizations, for instance, in order to explain ethical behavior (Palazzo, 2002).

Summary and Problems

These various culture paradigms stem from different theoretical bases for the concept. Researchers have variably developed explicit or implicit paradigms that bias not only the definitions of key concepts but the whole approach to the study of the phenomenon (Schein, 1990). In addition, there has been debate over the use of the terms ‘organizational climate’ (‘what happens around here’) and ‘organizational culture’ (‘why do things happen the way they do’) (Denison, 1996). Thus, organizational culture as a perspective to understand the behavior of individuals and groups within organizations has its limitations. Nevertheless, it can be agreed that organizational culture is an important enough

concept to warrant investigation and exploration. After all, there is general agreement that organizational culture is what the employees perceive and how this perception creates a pattern of beliefs, values, and expectations (Ivancevich, Konopaske and Matteson, 2005).

Given the importance of the culture concept, it would be good to apply a tenable theoretical framework for characterizing the cultures in the Philippine business environment. This study seeks to describe and characterize, at an exploratory level, culture in Philippine organizations.

IV. METHODOLOGY

This study is an exploratory survey of the organizational culture of selected Philippine corporations. The study of cultural issues in the Philippines is important, as it has been in the rest of the world, because of the need to empirically associate or relate cultural variables with various performance, ethical, efficiency, and effectiveness indicators in business firms. Empirical data and analyses of Philippine companies' organizational cultures are lacking.

This paper uses the Organizational Culture Scale of Deshpandé, Farley and Webster, to provide a scale or inventory for surveying the organizational cultures in the companies included in the sample. The Scale contains a total of sixteen (16) questions, representing the 16 possible descriptions of the culture in an organization, for instance, the "dominant attributes" in a "clan" culture,

the "leader style" in an "adhocracy" culture, etc. (see Appendix). The 16 questions boil down to four (4) general categories of Organizational Culture, each category representing a quadrant in the two-dimensional model drawn in Figure 1.

This study uses convenience sampling. The sample consists of one-hundred-thirty-six (136) MBA and Technology Masters students who are managers in Philippine companies. The questionnaire survey was administered in the June-September 2005 period. Since this is an exploratory study, no effort was made to conduct stratified sampling that would be representative of the entire business environment of the Philippines. Average response scores to each of the four (4) general categories of Organizational Culture were to be computed.

V. RESULTS

Descriptive Statistics

Table 1 sets forth the industries to which their respective proportions in the sample. the respondents in the sample belong and

Table 1
Descriptive Statistics
Industries of the Sample Firms

Industry	Count	%
Architecture	3	2.2%
Banking & Finance	19	14.0%
Chemicals, Oils, & Petroleum	4	2.9%
Computer Hardware & Software	10	7.4%
Consulting	7	5.1%
Distribution	6	4.4%
Education	5	3.7%
Engineering	9	6.6%
Food & Beverage	9	6.6%
General Manufacturing	12	8.8%
Government	4	2.9%
Healthcare	3	2.2%
Pharmaceuticals	8	5.9%
Property Development	2	1.5%
Printing/Publishing	3	2.2%
Retail	4	2.9%
Services	3	2.2%
Social Welfare	2	1.5%
Transport	2	1.5%
Utilities	4	2.9%
Others	17	12.5%
TOTAL in Sample	136	100.0%

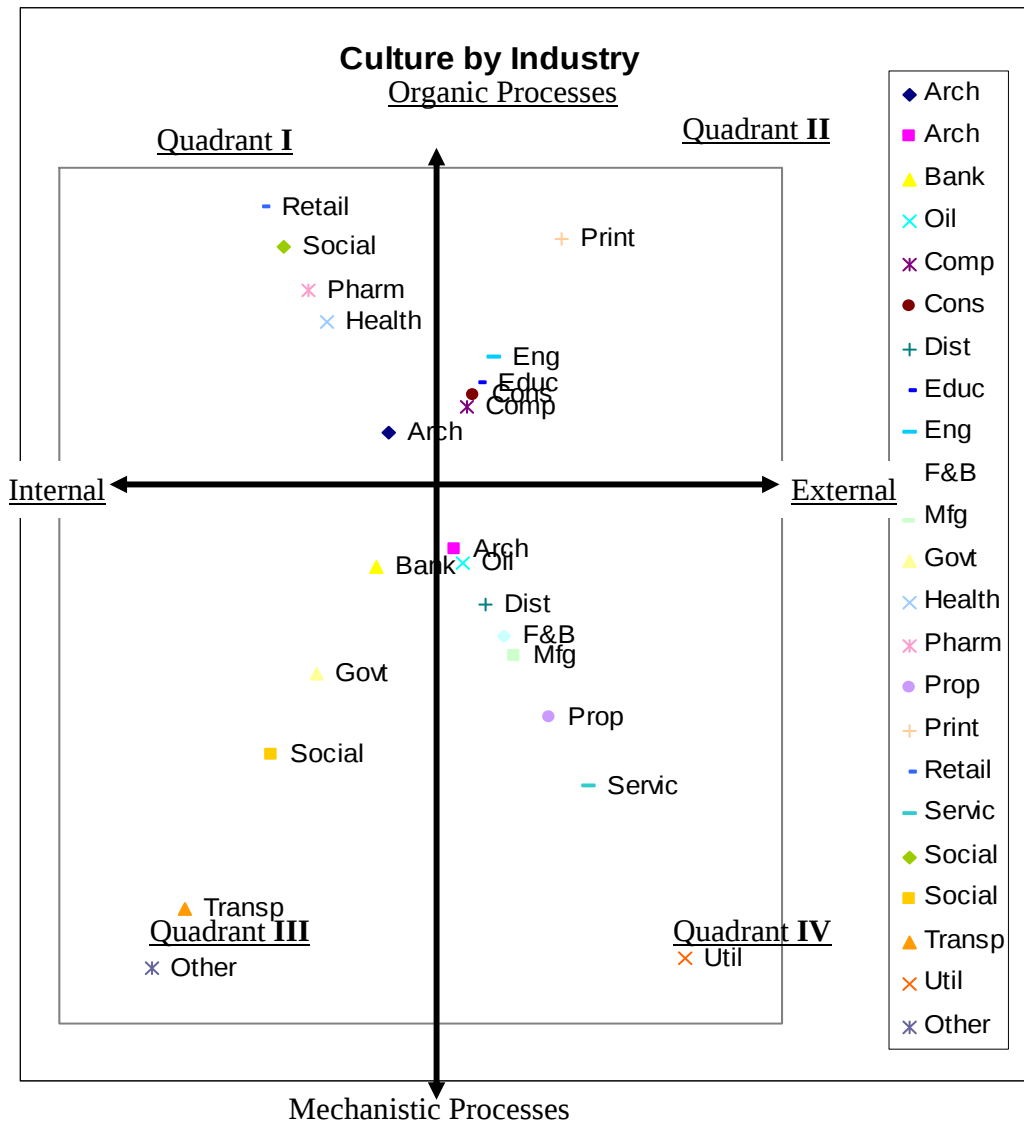
Organizational Cultures in the Sample, by Industry:

The Organizational Culture Questionnaire contains four (4) questions each for the “Clan”, “Adhocracy”, “Hierarchy” and “Market” cultures. For each industry (in Table 1 above), average responses to each of these four (4) sets of

questions were calculated. The highest average response for every industry, for as long as it exceeded “4” (neutral), was used to determine the dominant cultural characteristic of the given industry and, therefore, its approximate “location” on the “quadrants” of the Organizational Culture model of Deshpandé, Farley and Webster.

The results are indicated in Figure 2.

Figure 2
Industries Located on the 'Quadrants' of
Deshpandé, Farley and Webster's
Organizational Culture Types



Analysis of Results

Table 2 summarizes the approximate “locations” of the industries in the sample

within the Model of Organizational Culture types.

Table 2
Industry Categorization According to
Model of Organizational Culture Types

Organizational Culture “Quadrant”	Industries
I (Organic Processes-Internal Maintenance)	Architecture, Healthcare, Pharmaceuticals, Retail, Social Welfare
II (Organic Processes-External Positioning)	Computer Hardware/Software, Consulting, Education, Engineering, Print/Publishing
III (Mechanistic Processes-Internal Maintenance)	Banking & Finance, Government, Social Welfare, Transport
IV (Mechanistic Processes-External Positioning)	Architecture, Chemicals/Oils, Distribution, Food & Beverage, Manufacturing, Property Development, Services, Utilities

Gordon (1991) develops the argument that organizational culture is strongly influenced by the characteristics of the industry in which the company operates. Thus, companies within an industry share certain cultural elements that are required for survival. He identifies three classes of industry variables that have the potential for creating industry-driven cultural elements: competitive environment, customer requirements, and societal expectations. Further, Chatman and Jehn (1994) find that technology and growth are two industry characteristics that relate to organizational culture. In addition, they find that stable organizational culture dimensions existed and varied more across industries than within them.

Quadrant I - Architecture, Healthcare, Pharmaceuticals, Retail, Social Welfare

The dominant attributes in this quadrant (organic-internal emphasis) are: cohesiveness, participation, teamwork, and sense of family. Gordon (1991) suggests that

societal expectations are the third dimension of industry determinants of organizational culture, that is to say, the extent to which society holds industry expectations that have specific influences on the values likely to be adopted by the industry. In this case, it seems logical that Healthcare, Pharmaceuticals and Retail entities exhibit similar characteristics, as societal expectations make certain demands in this area. The Architecture and Social Welfare businesses, however, look vague, as the sample of companies does not reveal a strong organizational culture for these industries: Architecture has also been assigned to Quadrant IV, whereas Social Welfare has also been located on Quadrant III.

Quadrant II - Computer Hardware/ Software, Consulting, Education, Engineering, Print/ Publishing

The dominant attributes in this quadrant (organic-external emphasis) are: entrepreneurship, creativity, and adaptability. Gordon (1991) suggests that the competitive

framework in which a company operates is an important dimension on which core assumptions in the company culture are developed. It seems logical that the Computing, Consulting, Education and Engineering industries bear an organic-external emphasis, that is, take on the characteristics of entrepreneurship, creativity, and adaptability, as these sectors tend to be very dynamic and need to pay attention to external positioning.

Quadrant III - Banking & Finance, Government, Social Welfare, Transport

The dominant attributes in this quadrant (mechanistic-internal emphasis) are: emphasis on hierarchy, i.e., order, rules and regulations, uniformity. It is understandable that industries such as Banking and Finance, Government Corporations, and Social Welfare put emphasis on mechanistic processes and internal maintenance, as these are highly regulated sectors. As mentioned above, societal expectations are the third dimension of industry determinants of organizational culture. Gordon (1991) includes the degree of regulation or deregulation as an example of societal

expectations.

Quadrant IV - Architecture, Chemicals/Oils, Distribution, Food & Beverage, Manufacturing, Property Development, Services, Utilities

The dominant attributes in this quadrant (mechanistic-external emphasis) are: market-orientedness, competitiveness, and goal achievement. Gordon (1991) suggests that assumptions about customer requirements constitute an industry determinant of organizational culture. For instance, demands for reliability or novelty, which bear a strong relationship to the stability-dynamism aspect of competition, can influence the values and assumptions held within companies belonging to a given industry. The studies mentioned here are the manufacturing and utilities firms, since they represent two ends of a continuum, ranging from highly dynamic (novel) to very static (reliable) marketplaces. The industries located on this 'quadrant' necessitate a keen market-orientedness, as they need to be adaptive to the forces acting within those industries.

VI. CONCLUSIONS AND RECOMMENDATIONS

Results of the Organizational Culture survey of 136 Philippine managers show that specific industries may share common cultural characteristics along the organic-mechanistic and integration-differentiation continuums, and that some of those commonalities might be explained by similarities in their competitive environment, customer requirements, and societal expectations. The results may, however, be limited, as they have yet to be verified by similar explorations into other demographic variables such as company size.

Policy implications in the Organizational Culture literature typically revolve around issues of socialization—whereby organizational members are 'inculturated' in

the corporate culture—, culture change, and the use of Organizational Culture as a source of competitive advantage. As regards culture change, it has been suggested that there are at least two levels of potential change in the industry environment that will most likely require changes in the culture of organizations within a given industry: the level of basic assumptions and the level of

values (Schein, 1990; Gordon, 1991). For example, it has been shown that environmental changes necessitating culture change include: level of regulation or deregulation, levels of technology and growth, entrance of different types of

competitors, and the like. The criticality or limitedness of these relationships, however, have yet to be confirmed by added explorations into other corporate variables and by further empirical research.

VII. LIMITATIONS OF THE STUDY AND DIRECTIONS FOR FUTURE RESEARCH

This study is exploratory: the sampling method used is convenience sampling. The 136 responding Philippine managers are MBA and Technology Masters students in the University of the Philippines. This respondent base is not representative of the population of organizations and corporations in the Philippines. Likewise, personal interviews with the manager respondents can be added in a future research.

The paper can be improved or extended through the development of a local culture inventory or scale that surveys better the local business and leadership conditions. For the development of such a scale, other culture paradigms may be utilized, such as the organizational symbolism framework of Edgar Schein (1990) or its derivatives (Hatch, 1993). Many empirical studies on organizational culture have used the Schein culture framework; methods of operationalizing these theoretical frameworks in the Philippine setting will have to be

explored.

Further empirical research might confirm or negate the tentative results above regarding the location of specific industries within the organic-mechanistic and integration-differentiation continuums. If other culture paradigms can be operationalized and utilized, the industry picture might turn out different.

Extensions of this study could include a more complete characterization of the respondent firms, such as: company size, length of existence, average annual yearly revenues or income, etc. For future research, responses to the culture variables can be regressed or related with such organizational characteristics as: financial performance, stock price performance, ethical behavior, work satisfaction, corporate success factors, firms' market-orientedness, success in mergers and acquisitions, various other performance variables, and others.

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APPENDIX

Questionnaire – Organizational Culture

Greetings! I would like to ask your help in filling out this questionnaire. The results of this study will be used in my academic research in the University. I would appreciate your frank answers to each of the questions below. Your answers will be dealt with in strict confidence.

Thank you,
Aliza Racelis

Organization Name (optional) _____

Industry to which your organization belongs (tick one):

- | | |
|---|---|
| ☐ General Manufacturing | ☐ Consulting |
| ☐ Banking and Financial Services | ☐ Utilities |
| ☐ Engineering | ☐ Telecommunications |
| ☐ Food and Beverages | ☐ Pharmaceuticals |
| ☐ Computer Hardware/Software | ☐ Healthcare |
| ☐ Retail | ☐ Broadcasting |
| ☐ Chemical and Oils | ☐ Transportation |
| ☐ Distribution/Logistics | ☐ Education |
| ☐ Publishing/Printing | ☐ Other _____ |

INSTRUCTIONS:

This is a survey questionnaire on what kind of organizational culture you feel your company has. There are no right or wrong answers. You are to encircle the number that represents the degree to which you agree with the statement.

Strongly Disagree ← Strongly Agree

Statements

Statements	1	2	3	4	5	6	7
1. My organization is a very personal place. It is like extended family. People seem to share a lot of themselves.	1	2	3	4	5	6	7
2. My organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	1	2	3	4	5	6	7
3. My organization is a very formalized and structural place. Established procedures generally govern what people do.	1	2	3	4	5	6	7
4. My organization is very production oriented. A major concern is with getting the job done without much personal involvement.	1	2	3	4	5	6	7
5. The head of my organization is generally considered to be a mentor, sage, or a father or mother figure.	1	2	3	4	5	6	7
6. The head of my organization is generally considered to be an entrepreneur, an innovator, or a risk taker.	1	2	3	4	5	6	7
7. The head of my organization is generally considered to be a coordinator, an organizer, or an administrator.	1	2	3	4	5	6	7

Strongly ← → *Strongly*
Disagree *Agree*

8. The head of my organization is generally considered to be a producer, a technician, or a hard-driver.	1	2	3	4	5	6	7
9. The glue that holds my organization together is loyalty and tradition. Commitment to this firm runs high.	1	2	3	4	5	6	7
10. The glue that holds my organization together is commitment to innovation and development. There is an emphasis on being first.	1	2	3	4	5	6	7
11. The glue that holds my organization together is formal rules and policies. Maintaining a smooth-running institution is important here.	1	2	3	4	5	6	7
12. The glue that holds my organization together is the emphasis on tasks and goal accomplishment. A production orientation is commonly shared.	1	2	3	4	5	6	7
13. My organization emphasizes human resources. High cohesion and morale in the firm are important.	1	2	3	4	5	6	7
14. My organization emphasizes growth and acquiring new resources. Readiness to meet new challenges is important.	1	2	3	4	5	6	7
15. My organization emphasizes permanence and stability. Efficient, smooth operations are important.	1	2	3	4	5	6	7
16. My organization emphasizes competitive actions and achievement. Measurable goals are important.	1	2	3	4	5	6	7

* Adapted from the "Organizational Culture Scale" of Deshpande, Farley, and Webster 1993.

THANK YOU VERY MUCH !