

Organizational Culture at the University Level: A Study Using The OCAI Instrument

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Nowadays education abroad is in a high demand and has become a global student's tendency. It is a great opportunity to get international experience, new useful contacts, improving foreign languages, new perspectives and interesting knowledge in totally different society.

Ezsterhazy Károly University Gyongyos Campus invites international students to take part in educational process. Actually it is a third year of practice for this university. Foreign students try to organize their academic and personal life around university following domestic rules, values and norms. That's why for international students university has become support and reliance when they are far away from home without family and friends. The university as an educational organization has specific goals, strategy and organizational culture.

The organizational culture concept helps to understand and analyze the triggers that make an educational organization such a university to get structured, develop and competitive.

Edgar H. Schein (2004) [4] and mostly everyone afterward underlined that the values, beliefs, convictions and assumptions either invented, discovered, or developed, usually shared and accepted, necessarily respected by the members of a particular organization should be interpreted as rules and norms that explain why and how that organization get formed and structured, function and last. In case with organizational culture we should mention leadership behavior, a set of structures, routines, rules, and norms that guide and constrain behavior.

In our research we follow definition of Edgar Schein that organizational culture [3] is both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior in the university.

Organizational culture as a platform for relations of various nature, such as the internal relations between management, employees and students and external relations with prospective students and their parents, the partnerships and competitions with other educational institutions. Organizational culture is a great basic for university's success and competitiveness [2].

The complexity and diversity of these relations make it necessary to study the university's organizational culture in reliance on the students' attitude to it and their engagement in it. Also organizational culture in the university with international students can perceive in a different specific way. Empirically analysis discrepancy between present and preferred culture in international students' perception can help to organize students' time and life in a different, more comfort and favorable way. As the University for International Students is a key support in foreign country and new environment.

Based on the received data - 70 male and female international students have been tested with OCAI questionnaire, we can say that in the Ezsterhazy Károly University Gyongyos Campus dominates the Clan organizational culture, people feel atmosphere trust and security like in a big family where everyone is closed to each other and activity bases on teamwork.

International students see the leaders or heads of the university as mentors and perhaps even parent figures, like facilitators, team builders whom they can ask about help or support. Partly

the management of students, professors and university employees is concerned with secure, control, stability in relationship and predictability without risk and tangible freedom.

International students define that formal rules and policies with loyalty and traditions hold the university together. Actually, it is good mix to support stability and course. Students follow rules rely on their feelings which connect with loyalty and dedication to the university. Motivation to follow norm and rules is internal. Commitment to this university runs high.

The university strategy is perceived by international students as empowerment, team building, students and professors involvement, Human Resource development and open communication with main focus is on error detection, measurement, process control, systematic problem solving, stability and quality tools. Strategy has to bring about a desired future [1].

In international students' opinion success in the university is defined in terms of basic efficiency: good marks, stability, rating, quantitative of students who pass or fail exams, low time consumption and comfortable timetable with high sensitivity to students and professors, concern for people and personal development.

But international students would like to have corresponding between Clan and Adhocracy culture, to feel atmosphere of extended family, to study and work in dynamic, entrepreneurial, and creative place. They wish to take risks and acquire new resources. They prefer that university encourages individual initiative and freedom for personal development with reduction of formal rules and procedures. That leader can be example of innovator or entrepreneur with less characteristics of parent. The leader which is considered innovators and risk takers.

In case in management the university encourages individual initiative and risk-taking, freedom and uniqueness, there is good solution to decrease teamwork, consensus and predictable stability and pay more attention on individuality and personal work and development.

Base on loyalty and dedication to the university international students be minded to be commitment to experimentation and innovation, to get more freedom, creativity and reduce value of formal rules. They would like to participate together in projects and researches [1].

The most desirable elements of university strategy are surprise and delight, creating new standards, anticipating needs, continuous improvement, finding creative solutions in educational and scientific plans. Key words are innovation, improvement, implementation and freedom. Personal development is going together with innovation and freedom, not with error detection, measurement, process control, systematic problem solving, and stability and quality tools.

Success of the strategy can be defined in terms of personal growth and development, acquiring new resources for education and research. Success means gaining unique and new educational achievements, not in terms of basic of efficiency: good marks, stability, rating, quantitative of students who pass or fail exams, low time consumption and comfortable timetable. Preferred organizational culture among international students in Eszterhazy Károly Róbert University Gyongyos Campus is Adhocracy.

In conclusion we can say that university plays really important role in international students' life, who try to organize academic and personal life around university far away from home, with its organizational culture as rules and norms that explain why and how that organization get formed and structured, function and last, which supports and guides international students. According to the research current organizational culture is Clan, where university is like a big family based on loyalty and dedication with formal rules and regulation, but international students would like to see more emphasis of Adhocracy culture, to feel atmosphere of innovation, improvement, implementation and freedom, to take risk and participate in educational challenges, researches and projects, to get more opportunities for personal development and reduce value of formal control.

Literature:

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