



## Organizational Development Analysis Based on Culture Characteristics (Study on Department of Management, Faculty of Economics and Business Brawijaya University)

**Rahaditya Yunianto**

Department of Management, Faculty of Economics and Business, Brawijaya University, Indonesia

### Abstract

Universities have struggling in competition and meeting the needs of the stakeholders. Organizational culture is one of the most important factors to help organizations develop themselves. Recently, the concept of the entrepreneurial university (EU) has become more popular as an ideal form of higher education organizations since the ability to foster opportunities and anticipating threats. Department of Management, Faculty of Economics and Business (FEB) is a part of Brawijaya University that has an important role in supporting the development of Brawijaya University as an EU. This study aims to explore and analyze the existing culture of Management Department and give some insights about what strategies should be done in developing the organization to support the concept of EU. The research had involves students, lecturers, and academic employees to be surveyed. Organizational Culture Assessment Instrument that developed by Cameron and Quinn (2006) had utilized to determine the culture type as a market, adhocracy, clan, and hierarchy. Qualitative analysis was used to determine things that should be conducted to develop Department of Management, FEB Brawijaya University. Perceived culture was mostly market culture, and followed by hierarchy, adhocracy, and clan. Otherwise, the expected culture type was clan, adhocracy, hierarchy, and market. These findings indicate that the organization had been in changing process from structured into the adaptive culture. To support EU concept, organization need to be adaptive enough to the environment change.

**Keywords:** Culture; Organizational Culture Assessment Instrument; Organization Development; Department of Management Faculty of Economics and Business Brawijaya University

### 1. Background of Study

Recently every organization faces a rapid change of business environment. It forces those organizations to continuously developing to cope the changes. Then, those attempts have been translated into a well-formulated strategy to be effective and efficient in achieving desired vision. One of the most important aspects that able to support organization strategy is a sound organizational culture.

The higher education industry has been challenged by tighter competition as well as dramatic changes in the field that demand high capability in adaptation to fulfill stakeholders' needs. Effective strategy coupled by strong organizational culture have become one of most important success factor to support higher education institutions to be exist and satisfies market needs.

Higher education institutions play an important role in society life. According to Cameron and Quinn (2006), education and delivery of entrepreneurship values have to be started as early as possible, by giving entrepreneurial competencies to the younger generation. Every higher education institution has to be able to create high-quality graduates that highly capable in competing with others in any job field and has an entrepreneurial spirit that aligned with the needs of stakeholders

as well. Moreover, any higher education institution has to internalize and implement entrepreneurial values in doing daily business.

Brawijaya University is one of the most popular higher education institution in Indonesia that has been trying to internalize entrepreneurial spirit in all of the daily activity. It was started by the declaration as an entrepreneurial university (EU). It means that all of the main activities in the university, including lectures, research, and community services have to be internalized by entrepreneurial values.

Culture is set of values, that entirely believed, and continuously done by people as habit in an organization. It also defined as an attitude, the way people think and act. According to Cameron and Quinn (2006), a strong and unique culture in an organization could reduce the negative impact of uncertainty faced by organization. Therefore, an entrepreneur based organizational culture could support any organization member to develop their entrepreneurial spirit, as well as think and act as entrepreneur.

Faculty of Economics and Business (FEB) especially Department of Management is a part of Brawijaya University that directly involved in entrepreneurship world. Department of Management has explicitly stated that every graduates have to be able to demonstrate their soft skills, knowledge, and understanding of business and management, as well as entrepreneurship and managerial skills, in a global way. To doing so, Department of Management is continuously developing the education system aligned with environment dynamics and creating a sound organizational culture that supports entrepreneurship spirit. Those happen in all aspects of Department of Management, mostly in the way of thinking, attitudes, and the action of lecturers, staffs, and students.

The previous similar research conducted that involved students as respondents, has found that due to the analysis using Organizational Culture Assessment Instrument (OCAI), the desired culture of Department of Management was clan that is focusing on good relationships among all of organization member. Otherwise, the existing culture that experienced by students was market culture, that characterized by a strong competition among organization members, and organization's orientation based on the external environment changes (Rahayu et al., 2014). Moreover, a culture that could support EU concept is the one that able to be adaptive to changes, without avoiding relationships among organization members, which are adhocracy and market culture.

Due to findings, Department of Management FEB Brawijaya University need to continuously developing, to improve the ability to accommodate the needs of organization member, as well as achieving desired vision. The development and improvements of organizational culture are one of the most important things have to be done. Otherwise, improving organizational culture need long-term timeline and high consideration of all organization aspects (Brown and Harvey, 2006). Diagnosis process is an initial step that important in a series of organization development. Department of Management should be able to assess comprehensive existing organizational culture, from the point of view of the students, lecturers, and staffs. The result then should utilized as a base of the next organization development.

### **1.1. Research objectives**

Based on the background of study, there are some objectives that identified as follows:

1. To diagnose type of organizational culture of Department of Management perceived by students, lecturers, and staffs
2. To explain combinations of culture aspects of Department of Management
3. To identify aspects and steps of organization development needed by Department of Management to support EU concept
4. To formulate initial steps that needed in conducting organizational development of Department of Management.

### **1.2. Research benefit**

Research about organization type of Department of Management could contribute both academicians and practitioners as follows:

1. In academic field, this research could able to define organizational culture types that support EU
2. To the practitioners, especially managers and all of organization member of Department of Management, this research could support useful information as the base of decision-making in organization development.

## 2. Theoretical Framework

### 2.1. Relationship between culture and organization performance and entrepreneurship

Every organization faces changes. Recently by the tighter competition among organizations, any organization has forced to be able to adapt quickly. Organizational culture has an important role in supporting adaptation process, since the ability to determine how organization thinks and act to the environment changes. An unique and strong organizational culture could reduce uncertainty, foster continuity, commitment and collective identity, as well as share organization vision (Trice and Beyer, 1993 in Cameron and Quinn, 2006). Organizational culture has a significant influence on organization performance and long-term existence. (Cameron and Quinn, 2006).

Moreover, a strong organizational culture has to be supported by a good leadership. Linnenluecke and Griffiths (2010) argue that the main duty of a leader is to strengthen organizational culture that is focusing on continuity, to encourage the commitment of entire organization member, in achieving desired results.

A strong organizational culture could encourage the desire of organization member to establish their own business. It has confirmed by the findings of Sajjad et al. (2012) that stated a national culture can influence willingness of people to start their business. More specifically, it was found that through perception of soundness, perception of willingness and businessmen's experience, culture has influenced the tendency of people to do their business.

### 2.2. Culture as a tool of organization development

Every organization is facing a dynamic environment that always changing, thus every organization has been forced to improve quality, innovate, and meet the needs of customers. Those changes are tend to be fundamental, that closely related to organizational culture changes (Brown and Harvey, 2006). Organizational culture could influenced by managers or developed by the organization itself. There are several important aspects that should be carefully focused:

1. Understanding previous organizational culture, in knowing what changes that should be done
2. Motivate staffs or organization members to leave the previous culture and generate new ideas
3. Identify and follow working unit that performs well and has good culture as a benchmark
4. Give freedom to any organization member to change by their way, into desired culture form
5. Guiding culture changes through clear and well-communicated vision
6. Give adequate time range and gradual steps to change organizational culture
7. Implement and do the values of new organizational culture, more than words.

Based on explained components above, it could be inferred that the first step is understanding previous organizational culture. It is important to be done, in identifying steps that needed to do next organization development program.

To know the previous organizational culture, a diagnosis process of organization development needs to be done. Diagnosis is a systematic approach to understand and describe actual condition of organization. The objectives of diagnosis are to gather information about the recent condition of organization, problems that need to be solved, identifying source of problems, and as a base to formulate a correct organization development strategy. On the other words, organization diagnosis involves a systematic analysis about organization's internal processes and existing culture (Brown and Harvey, 2006).

In conducting organization development, there are values that need to be focused to support effectiveness of development (Brown and Harvey, 2006) which are:

1. Treat all organization members in a good way, not as organization resources only
2. Develop effective and healthy organization that characterized by trustworthiness, openness, and supportive climate
3. Give authority to organization members to do some adjustments needed, not to be focused on rigid hierarchy
4. Open communication opportunity as wide as possible to solves problems that happened during changing or organization development process
5. Involves participation of all organization members.

### 2.3. OCAI

Organization development is started by identifying recent organizational culture. However, on the other side, culture is quite abstract, thus a specific instrument needed to measure and knowing the characteristics of an organizational culture. The measurement result needed to analyze how the culture of Department of Management could support the establishment of desired entrepreneurship climate. OCAI is a measurement tool that already proven in validity and reliability (Cameron and Quinn, 2006), thus could used to know culture characteristics of Department of Management. There are several instruments to analyze organizational culture characteristics. According to Cameron and Quinn (2006), OCAI is a tool that already proven as accurate and broadly used by many organizations worldwide. OCAI is useful to know existing organizational culture characteristics and the desired ones, thus could facilitate managers to do some improvements and developments of organizational culture to meet any opportunities.

In general, OCAI is consists of some question items that divided into two broad groups, which are “existing condition” and “desired condition.” Each group consists of six items, that measured by four types of indicator. Those items and indicators have designed to generate four general characteristics of organizational culture that could classified into four quadrants, which are hierarchy culture, market culture, clan culture, and adhocracy culture. Those four organizational culture characteristics are obtained from relationships among four different organizational culture traits, which are internal focus and integration versus external focus and integration, as well as flexibility and discretion versus stability and control.

The four culture characteristics could be explained as follows:

1. Hierarchy culture, characterized by a working environment that formal and structured, where procedures and formal regulations as guidance for organization members to work. An effective leader is a good coordinator and organizer. In an organization with hierarchy culture, it is important to keep organization continuity. The long-term concern is stability, predictability, and efficiency.
2. Market culture is an organizational culture that focused on result achievement. Organization has been oriented to the external environment and focusing on transactional activities. The main value of the organization is competitiveness and productivity that obtained from a high emphasis on external positioning and evaluation.
3. Clan culture is an organizational culture that mainly characterized by humanity. The main components of this culture are working teams, employee involving programs, and firm’s commitment to employees. The basic assumption of this culture is the best management of organization environment is through teamwork and employee development. The leader act as mentor or parents.
4. Adhocracy culture, focusing on any rapid changes, being responsive to any environment changes. All aspects in the organization are temporary, specialized, and dynamic. The main objectives of the organization are the ability to adapt, flexibility, and creativity to foster uncertainty, unclearness, and over information.

### 2.4. EU

The concept of EU has been developing recently, aligned with improving society awareness to become an entrepreneur. Brawijaya University on 2005 had declared itself as EU. Further, about the concept, many researches have been attempting to define it by identifying components that supposed to be

included in a EU, also what characteristics that supposed to be developed. According to Farsi et al. (2012), an EU at least has to own following components:

1. Specific mission, and contribute to the development of social and economy of a country. The mission has to cover five components, which are entrepreneur generation, applied research, knowledge and technology transfer, contribution to the development of social and economy, also effort to develop an entrepreneurial culture. Therefore, university hoped that could generate new entrepreneurs. All of them are not limited to the students and alumni, but also including professors/trainers, employees, and the other academicians.
2. Owning resources that needed to achieve competitive advantages compared with the competitors. Those resources could classified into two groups, which are hardware resources and software resources. The software resources consist of entrepreneurs and motivated human resource, education and research resources, entrepreneurial background, entrepreneurial prestige, as well as dynamic structure. Moreover, the hardware resources including government financial resources, private financial resources, creative and innovative financial resources, also infrastructure and physical resources. These two resources have to be utilized in a balanced way.
3. Capability has an important role in developing competitive advantages. These consist of several components, which are status and localization, backgrounds, networks also utilization and management of resources.
4. Besides these three factors, there are other factors that have a significant role in creating EU, which is political actions, lobbies, and refusals.

Different from EU model that has been explained above, there are other researchers that had state their thoughts using input-process-output-outcome model that stated by Salamzadeh et al. (2011). The EU concept is dynamic. This model applies explains EU concept by components that involved in operational activities that have been conducted, as follows:

1. Input is the elements or factors that utilized to run the activity of EU. Those including human resource, finance, information, physical resources, regulations, structures, mission, capability, social expectations, industry, and market.
2. The process is a series of activity that related each other to transform input into output. These including teaching process, commercialization process, management process, logistics, selection process, networking process, innovation, and developments
3. Output as the result of the process, including human resources that have an entrepreneurial spirit (including lecturers, graduates, researchers, and staffs)
4. Impact, as the result of output that already generated by EU. In this aspect, there is the development of socioeconomy of society, and innovations in the society.

## 2.5. Culture supporting EU

Culture has been known as important in achieving organization objectives. Moreover, related to the establishment of EU, further need to be analyzed, what kind of culture that positively contributes. According to Linnenluecke and Griffith (2010), to support long-term organization existence, it is important to have a strong culture, that able to unite all of organization member's expectations to achieving shared objectives. Strong culture, supported by organizational culture system that tends to be open and flexible would encourage needed innovations. This has been aligned with the concept of entrepreneurship that emphasizing on innovation and openness to achieve competitive advantages. Organization has to able to eliminate any obstacles in developing innovative culture, by avoiding rigid and bureaucratic organizational structure. According to Sajjad et al. (2012), supportive culture is useful to develop organization further.

## 2.6. Organization development perspective

Organization development has to continuously done by every organization. The initial step to develop organization is knows existing organization characteristics, especially culture. To do so, a systematic diagnosis process needed.

Organization development strategy could be defined as a plan to connect and integrate any organization development activity that is done in a series of the timeline to achieve stated objectives. Strategy has been influenced by diagnosis results about organization problems (Brown and Harvey, 2006).

According to Brown and Harvey (2006), generally there are three classifications of organization development, which are:

1. Structural, emphasizing on organization design and workflow
2. Technology, focusing on implementation of technology innovation development
3. Behavioral, focusing on the development of human resources.

Based on the description of existing organizational culture, a strategy of organization development could be formulated, either related to structural aspects, technology, or behavioral.

### 3. Research Methods

This research aimed to identify characteristics of Department of Management's culture from students, lecturers, and staffs' point of view, thus identifying any improvements and developments that needed to support the implementation of "EU" concept that has been declared by Brawijaya University.

#### 3.1. Respondents

The respondents that involved in this research were students, lecturers, and staffs of Department of Management. Students that chosen in this research were students year 2012 and 2013 and have active academic status, in consideration that easy to access and have adequate experience in joining the department, thus have a good understanding of the organizational culture would be analyzed. Sampling was used to collect data from lecturers and students, whereas for the staffs census was used.

There were seven staffs, 54 lecturers, 274 persons of year 2012 student, and 298 persons of year 2013 student in Department of Management. To determine the number of lecturers and students from each year taken as respondents, Slovin formula was used as follows:  $n = \frac{N}{1 + Ne^2}$ , where  $n$  = Number of samples;  $N$  = Number of population; and  $e$  = error tolerated percentage. According to the formula, by the tolerance of error rate 10%, there is obtained number of sample 35 lecturers, 74 persons of year 2012 student, and 75 persons of year 2013 student. All of academic staffs have been included, and the selection of lecturers and students was done randomly.

#### 3.2. Data collection methods

In organization development process, questionnaire was used to obtain any information about the previous condition, recent, and organization development possibility in the future (Brown and Harvey, 2006). Survey that has been done has two main functions, which are:

1. Survey act as an information collection tool to develop the organization. Survey is able to identify development opportunities and helps to evaluate the impacts of changes being implemented.
2. Survey is an effective communication tool, which able to facilitate dialogue between managers and employees about possible future organization development.

Survey has been conducted using a questionnaire developed by Cameron and Quinn (2006) with some adjustments in question items, aligned with the actual condition of organization to make it more understandable. The questionnaire consists of two main parts, which are "existing condition" and "desired condition." Each part has been measured using six indicators, which developed from four question items, which are A, B, C, and D. By those items, respondents were asked to give scores, with total sum from the four items in each indicator must equal to 100. In "existing condition" column, the more similar question item to the actual condition, higher the score, vice versa. On the other hand, in "desired condition" column, the higher respondent's desire about the condition, thus higher the score of the item, vice versa. Six indicators mean 24 question items. The six indicators including:

1. Dominant characteristics;
2. Organizational leadership;

3. Management of employees;
4. Organization glue;
5. Strategic emphases;
6. Criteria of success.

### 3.3. Analysis method

Analysis method in this research was qualitative descriptive. After data have collected, the next step is classifying items from A to D according to the six indicators based on “existing condition” and “desired condition” group, thus both of “existing condition” and “desired condition” group consists of Class 1A, 2A, 3A, 4A, 5A, 6A, 1B, 2B, 3B, 4B, 5B, 6B, 1C, 2C, 3C, 4C, 5C, 6C, 1D, 2D, 3D, 4D, 5D, and 6D. The next step is calculating average score of item A, B, C, and D. Item A represents clan culture, whereas B adhocracy culture, C market culture, and D hierarchy culture.

After the average scores of each item have collected, next is to place the number to OCAI quadrant, in the correct position. It was done for “existing condition” and “desired condition” group. Then, connect the coordinate dots using a different color for each group, so that comparison between two groups would appear clearly.

The last step is relating the OCAI results with characteristics of “entrepreneurship university” concept. Further analysis has been done to determine whether the existing characteristics of culture are able in supporting EU concept or not, also identifying next improvement or development strategy needed, with regard to either structural, technology, or behavioral aspects.

## 4. Research Findings

### 4.1. Respondents profile

There are 91 students, five lecturers, and three staffs that have been involved in this research as respondents. The reason of selection of those respondents is to make it representative considering all of the department members. On the other side, there are some problems in collecting data, thus the number of collected data is less than number had planned. However, the number still quite representative. Related to the composition, description of respondent’s demography based on age and past education level, mostly are still in the age range 20-30 years old, since mostly respondents are students from the year 2012 to 2013. The dominance of students in this research is quite representative, considering students are the main stakeholder in Department of Management. At relatively young age, respondents tend to have an open mind, willing to receive any new thoughts, as well as mature, thus representative to be involved as one of the data sources.

Based on past education level, mostly respondents came from senior high school, followed by master degrees, undergraduates, and junior high school. The condition indicates the respondents have an adequate level of education, thus able to answer the questions well.

### 4.2. Results

This research was aimed to analyze the combination of four types of culture in Department of Management based on OCAI, analyze culture improvement and the possibility of organization development that needed to support the implementation of EU concept. Those combinations could be seen in the recapitulation of respondents’ perception about existing and desired culture, equipped with the gap analysis between existing and desired culture. Those could be explained in Table 1.

Based on Table 1, it could be seen that sequentially, clan culture is the most desired one, followed by adhocracy, hierarchy, and market. On the other hand, the perception of existing culture is explained by Table 2.

Table 2 has explained that in term of realization or existing culture, the most perceived culture was market, followed by hierarchy, adhocracy, and clan. The unique finding was there was an exact reversal sequence with the desired culture. By the calculation, it could depicted in Figure 1.

As could be seen at Figure 1, the desired or expected culture was marked by a red line, and the existing culture marked green. By the shape, it was quite clear that there are some contradictory comparisons in the case of expected and perceived types of culture. To make it clearer, there was gap analysis as could be seen in Table 3.

Table 3 is about gap score obtained by comparison between score of desired culture and existing culture. It could be seen if clan culture has the most gap, followed by adhocracy, market, and hierarchy, whereas the gap of clan and adhocracy culture is caused by the existing score higher than desired ones.

Most respondents were argue that Department of Management need to be developed. There are three aspects that could be considered, which are culture development, technology and infrastructure, and organizational structure changes. From those three aspects, most respondents agree to develop culture as well as the infrastructure of the department.

## 5. Results and Discussion

Based on the recapitulation of research result, it could inferred that generally, the four culture types which are clan, adhocracy, market, and hierarchy have been perceived to be exist in Department of Management, with different portions, both in term of existing and desired culture. It makes differences in gaps also. It could depicted as shown in Figure 2:

From desired aspect, the most desired culture was clan, followed by adhocracy, hierarchy, and market. On the other hand, in term of existing culture, market culture was the most perceived, followed hierarchy, adhocracy, and clan. Moreover, clan and adhocracy culture have higher desired score than existing, thus hierarchy and market culture have existing score higher than desired ones.

Culture is one of the main powers in organization development, whose need fundamental changes. This means the formed culture is mostly influenced by all of way of think and way to act of organization

**Table 1: Score of desired culture**

No.	Culture type	Score
A	Clan	2.782,833333
B	Adhocracy	2.472,166667
D	Hierarchy	2.393,5
C	Market	2.310,666667

Source: Processed data, 2015

**Table 2: Score of existing culture**

No.	Culture type	Score
C	Market	2.794,166667
D	Hierarchy	2.587,833333
B	Adhocracy	2.298,166667
A	Clan	2.215,666667

Source: Processed data, 2015

**Table 3: Gap between desired and existing culture**

No.	Culture type	Gap
A	Clan	-567,166667
B	Adhocracy	-174
C	Market	483,5
D	Hierarchy	194,333333

Source: Processed data, 2015

Figure 1: Organizational Culture Assessment Instrument Diagram. Source: Data Processed, 2015

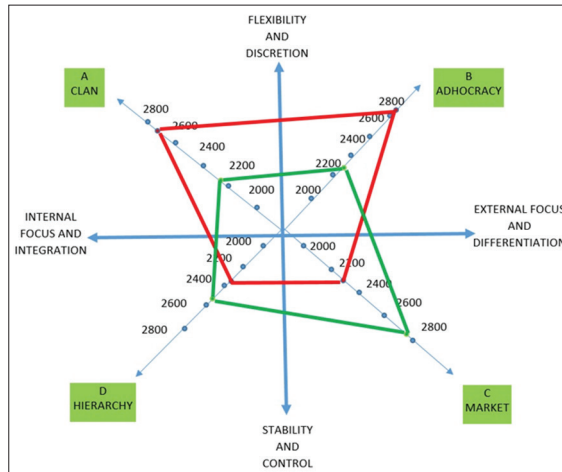
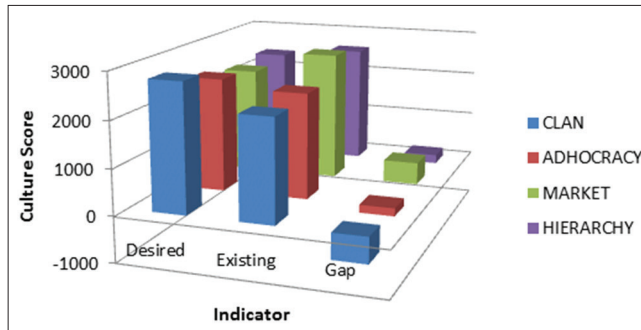


Figure 2: Existing and desired culture types. Source: Processed Data, 2015



member. A strong culture hoped able to integrate the role of all organization members to achieve desired objectives.

Meanwhile, entrepreneurship is characterized by any attempts to market orientation, as well as innovative, creative, and willing to take considerable risks. The concept of EU is a concept of higher education institution that able to utilize all of the resources to meet stakeholder needs. The changing paradigm of Brawijaya University into EU needs support from all of organization member. More specifically, Department of Management, FEB Brawijaya University is a part of an organization that directly related to the effort in implementing EU concept.

Related to the above explanation, this research is aimed to know further about existing culture in Department of Management, to design needed organization development. In general, to support EU concept, a culture that oriented to market needs and external environment is needed, as well as flexible and adaptive to the needs of stakeholders. From the four types of culture have been researched, market and adhocracy culture are ideal types to support the implementation of EU, which the two types of culture have an orientation to fulfill the needs of external party, with difference in term of flexibility. Market culture has rigid and transactional characteristics, whereas adhocracy culture has identic in flexibility and temporary structure, aligned with the need of organization. In term of desire and existence, market culture was the most undesired by respondents. On contrary had perceived to be mostly implemented. This culture also had highest score gap. Adhocracy culture had relatively high in desire score, otherwise second lowest perceived in implementation.

About the other two types of culture which are hierarchy and clan, have characterized by internal orientation. The two types of culture have a difference in flexibility, which clan is flexible, whereas hierarchy tends to rigid. In spite of these two cultures are not ideal in implementing EU since the tendency of internal needs orientation, most respondent desire clan culture whose gap is quite high, whereas hierarchy culture had perceived as number two in implementation. These findings have indicate that recently there is a transition process in culture, from hierarchy culture that tends to rigid and has internal orientation into cultures that oriented to external needs. There are activities that focusing on external aspects in Department of Management, for instance joining scientific meetings both national and international, as well as conducting guest lectures from practitioners and academicians both in national and international scope. Department of Management also develops the curriculum and learning system which has been oriented to external party needs fulfillment. Those changes then caused some uncomfortable climates that felt by organization member since the increasing intensity and complexity of work, that generate an increase in transactional activities that associated with market culture. The uncomfortable climate then caused most respondents to deserve higher appreciation and closer relationship with the other organization member, which could be associated with clan culture.

Based on the findings, Department of Management need to do activities that support the transformation of culture and should well planned, conducted carefully and continuously. The ideal type of culture is a culture that has external need orientation, as well as flexible. It means a flexible adhocracy culture needs to be developed, with support from market culture characteristic, which is transactional. Moreover, it does not mean that clan and hierarchy culture should not be considered since the four types of culture have supporting traits each other. The four types of culture need to be maintained, with a portion of adhocracy (40%), market (30%), clan (25%), and hierarchy (5%). Hope by the composition, Department of Management able to positively contribute in EU implementation.

### 5.1. Organization development design

Based on discussion above, the next step is formulating a strategy to be implemented by Department of Management to develop the organization further. Based on the analysis of culture combinations and opinions of respondents, Department of Management needs to develop culture aspect and supporting infrastructure. Recent organizational structure is suitable enough, although evaluation and improvements might be needed in the future.

Culture is an important aspect in organization development. To do culture change, a good leadership role is needed, combined with commitment from all of organization member. According to Farsi et al. (2012) and Brown and Harvey (2006), there are several aspects that need to be done, which are:

1. Guiding culture change through clear and well-communicated vision. In this term, it is needed to make vision and mission that oriented to market needs and have long-term scope. The vision and mission statements supposed to be determined as follows:
  - a. Contributes to market needs fulfillment through lecturing, research, and community services
  - b. Communicated to all of the organization member using the poster, as well as regular coordination and class meetings
  - c. Socialization to students could be done in class meetings. Attempt to internalize vision, mission and desired culture inside teaching materials that given and discussed.
2. Motivate organization members willing to leave old culture and generate new ideas. Moreover, new culture values must carefully implemented, not only words. It could be happened as follows:
  - a. Department of Management needs to develop a sound reward and punishment system in an effort to internalize culture values
  - b. Develop change agent that consists of lecturers, students, and staffs that assigned to spread desired culture values to their relatives.
  - c. Be consistent in implementing reward and punishment system that has been designed.
3. Identifying and follow working units that able to perform well and have good culture as a benchmark. In this term, Department of Management could design performance appraisal system that suitable for any working units and persons under coordination of Department of Management.

There should yearly evaluation, and for the best working unit and person in term of implementation of culture values, should given rewards and published internally.

4. Give freedom to organization members to change themselves by their own way, into desired culture shape. In developing organization, Department of Management needs to guide the working units and organization member about needed steps. But it should be not rigid, but flexible enough by giving autonomy to related parties to do any development needed. The main concern is to make sure that the development should always aligned with the culture values.
5. Provide adequate time and make it gradual in conducting organizational culture change. Department of Management need to design steps in long-term organization development that oriented to the changes of external environment and also has clear targets. The important thing to do is designing an organization system that open and flexible, to make the flow of communication and information run well.
6. Improving quantity and quality of supporting resources, both software and hardware. In this aspect, Department of Management need to do follows:
  - a. Continuously improving the quality of lecturers and staffs through courses and certification training, as well as optimizing educations and trainings that have been received in meeting stakeholder needs.
  - b. Develop and improve cooperation networks with both national and international institutions to improving access to the market as well as improving knowledge that needed in organization existence and development.

By the development of the aspect above, hopefully, Department of Management could has input, process, output and outcome aspects that good in quality and suitable for the need of stakeholders, which ideal for an EU as argued by Salamzadeh et al. (2011).

## 6. Conclusions

1. Most respondents have perceived that the culture of Department of Management has dominated by market culture, whereas the desired culture was clan. This indicates that organization recently still on organization development process, from hierarchy into adhocracy culture.
2. In EU implementation, culture that oriented to external environment as well as flexible and adaptive are needed. Adhocracy and market culture are two types of culture that could support EU implementation, with regard to hierarchy and clan culture in small portions.
3. Department of Management needs to formulate and socialize culture values that aligned with adhocracy and market culture.
4. It was need continuity and consistency in recent organization development that still being conducted by making innovations to internalize culture values, as well as the development of resources both software and hardware.

### 6.1. Research limitations

1. The number of respondents is not as planned since problems in finding the one who is willing to fill in the questionnaire form
2. OCAI questionnaire has been perceived as complicated to filled in.

### 6.2. Suggestions

1. Department of Management should design a gradual and continuous culture and organization development plan by involving all of organization members
2. This research needs to be improved by future research with more representative respondents and data collection tools that easier to understand by respondents
3. Follow-ups the results of this research with more operational and measurable organization development plan of Department of Management.

## References

- Brown, D., Harvey, D. (2006), *An Experiential Approach to Organization Development*. 7<sup>th</sup> ed. New Jersey: Prentice Hall.
- Cameron, K.S., Quinn, R.E. (2006), *Diagnosing and Changing Organizational Culture Based on The Competing Values Framework*. Revised edition. San Francisco: Jossey-Bass A Wiley Imprint.
- Farsi, J.Y., Imanipour, N., Salamzadeh, A. (2012), Entrepreneurial university conceptualization: Case of developing countries. *Global Business and Management Research: An International Journal*, 4, 193-204.
- Linnenluecke, M.K., Griffiths, A. (2010), Corporate sustainability and organizational culture. *Journal of World Business*, 45, 357-366.
- Rahayu, M., Novadjaja, L., Susilowati, C. (2014), *Diagnosa Tipologi Budaya Organisasi sebagai Pendukung Implementasi Pendidikan Kewirausahaan (Studi pada Jurusan Manajemen Fakultas Ekonomi dan Bisnis Universitas Brawijaya)*. Malang: Fakultas Ekonomi dan Bisnis Universitas Brawijaya.
- Sajjad, S.I., Shafi, H., Dad, A.M. (2012), Impact of culture on entrepreneur intention. *Information Management and Business Review*, 4, 30-34.
- Salamzadeh, A., Salamzadeh, Y., Daraei, M.R. (2011), Toward a systematic framework for an entrepreneurial university: A study in Iranian context with an IPOO model. *Global Business and Management Research: An International Journal*, 3, 30-37.