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A Study of the Nature and Impact of Workplace Culture at the Institute of Public Administration and Management (IPAM) University of Sierra Leone

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Abstract: - Workplace culture is a very important component of actual management activities in higher institutions of learning. Most recently, academics have been interested in undertaking an investigation on the institutional perception that offers administrative success in higher institutions of learning. Moreover, some people need to examine the topologies of institutional culture to comprehend the institutional conducts in universities. The reason for undertaking this research is to reconnoiter on the idea of the present institutional workplace culture at Institute of Public Administration and Management (IPAM), University of Sierra Leone faculty academic and administrative staff in order to help build on the already existing effective management strategies. The competing Value Framework was used to help recognise the institutional culture type IPAM is practicing. The Competing Value Framework helps evaluate the most dominant institutional culture practiced, founded on the four culture types by Cameron and Quinn (1999); *Clan, Hierarchy, Adhocracy and Market*. From the results of this study, IPAM faculty displays the hierarchy culture type as the most dominant. As an institution, IPAM is represented by the hierarchy culture characteristic which focuses on the interior upkeep with steadiness, followed by procedural processes. Authorities in hierarchical culture trait at IPAM are efficiently organising and managing functions to continue an even running institution. IPAM at the moment is to a larger extent engaged in the use of hierarchy culture, though

not at its fullest, but is the most dominant culture type practiced. It implies that IPAM's mission, vision, and core values, to some extent not directly being met with the dominant culture type practice at the moment. Furthermore, second most dominant culture type, the market culture is aligned to a larger extent with the strategic objectives of the institution, where it is characterised on result achievement, high competition, etc. Academics that have studied institutional culture have specified that mission, vision, core values, and strategic objectives of institutions must not be in conflict with the current culture an institution practices, and must work together to augment efficiency of the institution.

Keywords: - *Workplace Culture, Competing Value Framework, Nature and Impact.*

I. INTRODUCTION

The concept of workplace or organisational culture has been accepted to be an important component that can impact the success of an organisation. Organisational culture is a field of significant research. A lot of definitions have existed about organisational culture. Schein, an outstanding theorist of organisational culture generalised this about the concept. "Organisational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptations and internal integration, and that have worked well enough

to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems,” (Schein, 1984).

Workplace culture is the characteristics and personalities that set the overall vibe of an organisation. The concept talks about the way an organisation’s leadership, values, traditions, beliefs, interactions, behaviours and attitudes are mixed that contribute to the emotional and relational environment of the workplace. These factors are generally unspoken and unwritten rules that help to form bonds between colleagues in an organisation. The culture of organisation is linked to the personality of an individual. Prachi Juneja (2015) further elaborated on workplace culture as a concept that deals in the study of beliefs, thought processes, attitudes of the employees, ideologies and principles of the organisation. Prachi Juneja (2015) reiterated that workplace culture decides the way employees interact with each other and how an organisation function. Simply put, workplace culture refers to the mentality of the employees which further decides the ambience of the organisation. Smrita Sinha, et al; (2010) in their contribution towards workplace culture said that the environment has long been recognised as a source of influence on the individual’s behavior. Until recently, researchers had made few systematic attempts to explore the influences of an organisation’s culture on the behavior of employees.

According to Banks, J.A., Banks, & McGee, C. A. (1989), culture is defined as the values, symbols, interpretations, and perspectives that distinguish one person from another in modernised societies; it is not material objects and other tangible aspects of human societies. People within a culture usually interpret the meaning of symbols, artefacts, and behaviours in the same or in similar ways. Osman Beytekin, et al. (2010) further state that culture formation process begins with a leader or a founder proposing courses of actions and as these continue to be successful in solving group’s internal and external problems, they come to be taken for granted and the assumptions underlying them cease to be questioned and debated. Each organisational culture has its system of facts which members use to explain how and why the organisation operates the way it does.

II. IMPACT OF CORPORATE CULTURE ON THE ORGANISATION

As the saying goes that ‘reality is a matter of perception’ it is especially true when it comes to an organisation’s culture, which can be as an organisational brand or personality; which is what one believes in and stands for, and what makes an organisation unique. Organisational culture has everything to do with how employees, prospective employees, customers, and the public perceives an organisation. Organisational culture is very powerful as it can influence sales, profits, recruiting efforts and employee morale, whether positively or negatively. A successful institution’s culture fascinates people that want to work or do business with that institution.

It can inspire employees to be more productive and positive at work while reducing turnover. Let’s consider three aspects on how an organisation’s culture can impact employees’ work life, according to Good.Co Team.

Impact on the Performance of Employee

To be highly competitive among competitors, an organisation’s culture must be strong, widely communicated and reinforced. Everyone in the organisation must share the values and beliefs. In a strong and positive culture, employees feel valued, and enjoy at least some control over their jobs, instead of feeling powerless. Employees that feel valued and can make decisions achieve a higher level of performance. Offering promotions, career development programmes or extra training can keep employees motivated; which in turn, improves performance. When everyone is in it together, they will all put forth the extra effort to achieve organisational goals.

Impact on employee happiness

Positive institutional culture can ensure that employees remain satisfied with their jobs and loyal to the organisation. People are much more interested in signing on, and staying with an institution culture that promotes flexibility, supports employee development and offers work-life balance. As some country’s economy continue to recover from regression, the job market is showing steady improvement which means that business could start to see more turnover, as employees seek greener pastures. With a positive company culture, employees will see no reason to move to another organisation.

Impact on employee engagement

In a strong positive organisational culture, there are many ways an organisation can impact employee engagement, amongst which are these:

- a) *Communication*—in organisations with good communication practices, employees know their opinions and ideas are welcomed. When employees feel heard, they don’t carry the resentment that can lead to absenteeism, negative morale and termination.
- b) *Safety*—A culture of safety becomes engrained, and employees are more mindful and engaged when performing their duties.
- c) *Collaboration*—rather than an ‘us vs them’ approach, collaborative institutions promote autonomy, decision-making, and teamwork. Employees are given opportunities to contribute meaningfully to institutional success.
- d) *Growth*—cultures that foster employee growth give workers something to work toward and look forward to. Such cultures prevent boredom and job stagnation while keeping things exciting and interesting.
- e) Once employees are hired, trained and oriented to the workplace, they either feel supported and energised or undervalued and frustrated. When employees feel valued, they are more involved, enthusiastic and engaged.

Characteristics of Workplace Culture

According to iEduNote.com, as individuals come into contact with organisations, they come in contact with dress norms, stories people tell about what goes on, the organisation's formal rules and procedures, its formal codes of behavior, rituals, tasks, pay systems, jargon, and jokes only understood by insiders and so on. Organisational culture is composed of seven characteristics that range in priority from high to low. Every organisation has a distinct value for each of these characteristics.

Members of organisations make judgments on the value their organisation places on these characteristics, and then adjust their behaviour to match this perceived set of values. These characteristics are:

Innovation (Risk Orientation)—organisations with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs. Organisations with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performances.

Attention to Detail (Precision Orientation)—this characteristic of organisational culture dictates the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expects its employees to perform their work with precision. A culture that places a low value on this characteristic does not.

Emphasis on Outcome (Achievement Orientation)—organisations that focus on results, but not on how the results are achieved, place a high emphasis on this value of organisational culture. A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristics.

Emphasis on People (Fairness Orientation)—organisations that place a high value on this characteristic of organisational culture place a great deal of importance on how their decisions will affect the people in their organisations. For these companies, it is important to treat their employees with respect and dignity.

Teamwork (Collaboration Orientation)—organisations that organise work activities around teams instead of individuals place a high value on this characteristic of the organisational culture. People who work for these types of companies tend to have a positive relationship with their coworkers and managers.

Aggressiveness (Competitive Orientation)—this characteristic of organisational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete within the marketplace. Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.

Stability (Rule Orientation)—a company whose culture places a high value on stability is rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions. It is always true that the characteristics are not the same in all times and spheres. Influence

Workplace Culture at IPAM

IPAM is forty years in existence, and like any other university in the world, the Institute of Public Administration and Management has come under a lot of pressure to adapt to a speedily moving technological, social, political and economic forces stemming from the immediate as well as from the broader post-industrial external environment (Bartell, 2003). Cohen, (1997) added that the unprecedented growth, complexity and competitiveness of the global economy with its attendant socio-political and technological forces have been creating relentless and cumulative pressures on higher education institutions to respond to the changing environment. IPAM is not an exception to that effect. Since its existence, IPAM has grown tremendously in both student and staff capacity, although the ratio between students and staff at IPAM cannot be compared as the students far outnumbered the staff. It is now one of the best universities in Sierra Leone in efficient and effective service delivery amidst the pressure it faces. IPAM has campuses across the country, in every provincial head quarter towns, as a way of bringing education closer to the people. The creation of common markets, the increasing mobility of students and staff, and the free movement of capital accelerate the push for academic reform. Like any other university in the world, IPAM has collections of values, expectations, practices, that guide and inform all team members. IPAM has a trait that people see it as what it is. IPAM's trait is positive as both academic and administrative staff have improved performance. To a greater extent IPAM's mission and vision statements are in consonant with the culture of the institution.

Cameron and Quinn Culture Model in Relation to IPAM's Workplace Culture

Using Cameron & Quinn (1999) Culture Model to indicate how IPAM's institutional culture pointer goes with each quadrant cultural characteristics, in the **Clan Culture characteristics**, IPAM has a culture of teamwork with the aim of individual and group development to enhance effective and efficient service delivery of the institution. There is not much of premium placed on employee training which will be impacted on the institutional growth. Also, IPAM's work culture is much formal with managers in total control of employees' activities, instead of team management where responsibilities are assigned with team head in charge of team members.

In the **Adhocracy Culture characteristics**, IPAM do not have much of adhocratic cultural traits seeing in the daily activities of the employees, though authority and tasks flow within people, but it applies to the extent where workers are not given the total opportunity to handle

responsibilities with the overall freedom of employees using their own initiatives without fear of consequences for making mistakes. At IPAM, employees are not that willing to take risks in tasks assigned to them, which is interpreted as employees not totally using their freedom, but work within the dictates of authorities. The internal relationship among employees is not totally flexible. IPAM's working environment to a larger extent is innovative as business and members results are encouraged at all times. Leaders and members are known for creativity and business like.

With the **Market Culture characteristics** at IPAM, there is emphasis on effectiveness and goal achievement. IPAM's activities are more concern with the outside environment, as its objectives have to do with training people to be greatly useful in the job market. The authorities and employees at IPAM are basically known for profit making and planned action as it is a business learning institution with the sole aim of producing a quality critical mass. Tasks assigned to individuals are based on good achievement in a time frame. The staff both academic and administrative strongly believe in competition both within and outside the institution.

With the **Hierarchy Culture characteristics** at IPAM, it is strictly characterised by rules, systems and procedures, with a stable business environment. Tasks and responsibilities assigned to workers are very cohesive and harmonised, with products and services maintained with workers and their jobs under perfect control. Only that IPAM's hierarchical work culture gives comprehensive tasks, but the durations to accomplish those tasks are always under pressure, whether it is administrative procedure or the prevailing circumstances, its left for another day's argument.

The mission Statement of IPAM

A university that demonstrates its commitment to generating and transmitting knowledge through quality teaching and research for sustained development and whose products are nationally competitive.

The Vision Statement of IPAM

A friendly word-class centre of excellence responsive to the needs of society

Core Values of IPAM

- a) **Excellence**, as is evident in our academic staff's teaching, research and publications
- b) **Integrity**, which we maintain by transparently executing academic standards and administrative procedures, yet assuming all user of our adherence to the principles of confidentiality.
- c) **Discipline**, through the firm and fair application of codes, conduct and sanctions, where and when appropriate.
- d) **Academic freedom**, by which our academic staff and students present and discuss the credibility of their ideas.
- e) **Partnership**, which we promote through linkages and networking with other tertiary institutions, private and public institutions and also with alumni.

- f) **A student focus**, demonstrated through our response to student's needs and demands and assistance with their career management.

III. REVIEW OF RELATED LITERATURE

University culture has become a concept of interest to many researchers who have made lots of efforts to bring to the notice of targeted audiences the idea of the concept together with its significance to the university environment. Kuh & Whitt (1988) looked at university culture to be a collective mutually shaping patterns of norms, values, practices, beliefs, and assumptions that guide behaviour of individuals and group. This provides a frame of reference within which to interpret the meaning of events and actions on and off campus. University culture allows us to see and understand, interactions of people outside the organisation and special events, actions, objectives and situations in distinctive way, Osman Beytekin, et al (2010). University culture basically comes from three sources; the beliefs, values, and assumptions of founders of organisations and the learning experiences of group members as their organisations evolve. Values, beliefs and assumptions can be thought greatly to influence decision making processes at universities and shape individuals and organisational behaviors, Osman Beytekin, et al (2010). Behaviours based on underlying assumptions and beliefs are conveyed through stories, special language and institutional norms (Cameron & Freeman, 1991). It is believed that university culture can also be created by fresh members coming in with different ways of belief, their values and the way they perceive and assume things. According to Schein (1994), it is the leaders who play the crucial role in shaping and reinforcing culture.

The Level of Organisation Culture in the University

Organisation culture is a vibrant component of effective management practices in academic institutions. In the past decade, researchers have been interested in the study of the concept of organisation culture of managerial success in universities. Fralinger & Olson (2007) asserted that institutional managers and researchers have observed the concept of culture in different situations to enable them develop more steadiness and productivity in the workplace. Institutions have every reason to treat organisational culture with utmost respect, as it is one main theme that help shape the relationship between the workforce, working processes, making of decisions and solving of problems in the university. Therefore, culture is visibly identified as one that influences organisational performance, effectiveness and the organisations competitive positions among the competitors within a corporate setting. It is important to note that there is no particular best type of culture, as diverse culture types connect to different higher heights of performance on diverse effective length (Cameron & Freeman, 1991).

It is worthy of note that the record setting development, intricacy, competitiveness of world economy; it associated socio-political, scientific trajectories have created more burden on universities to enable them appropriately respond to the changing environment (Cohen, 1997). Globalisation and rivalry serve as factors to put

universities on their guards for the universities to be on the level of others to gain competitive advantage. There is a scientific evidence that culture of institutions affects the formation of bonds among authorities in universities. Cameron & Quinn (1999) investigated the relationships among three dimensions of organisational culture; similarity, strength and type, and organisational effectiveness. In their research, it came out that the type of culture; like clan, adhocracy, hierarchy or market serve as a huge factor of organisational effectiveness, instead of congruence or strength.

The conservative knowledge declares that a culture that is strong, congruent, and supports the structure and approaches of the organisation is further effective than a weak, unfit, or detached culture (Sathe, 1983; Schall, 1983; Schein, 1984). Ashforth (1985), Arnold, and Capella (1985), Peters and Waterman (1982), Deal and Kennedy (1982), have all avowed that “a strong culture is associated with organisational excellence”. Deal and Kennedy (1982 p. 5) have said that “a strong culture has almost always been the driving force behind continuing success in American entrepreneurial society”. Nedler (1980), Tichy (1982), Salmans (1983), Broms and Gahmberg (1983), Wilkins and Ouchi (1983), Denison (1984), and Ernest (1985) all have debated that a culture supportive of organisational strategies leads to higher performance. Tichy (1982 p.71) said that “to be successful, an organisation’s culture needs to support the kind of business the organisation is in to, and its strategy for handling that business”.

In spite of the generality of this conservative wisdom, there do not seem to be any scientific investigations undertaken to examine what connects these cultural scopes and effectiveness across many organisations. Case studies have existed in that direction, but studies attempting to generalise such relationships in a wide sample of organisations has not yet been produced. This literature gap is important from the theoretical and practical viewpoints. Presently, most change agents now acknowledge the significance of changing culture side-by-side with changes in organisational structure, job design, reward system, etc. If culture change does not go with organisational changes, achievement of organisational objectives will be a huge challenge. It is worth note taking that unless there is a way to evaluate and categorise the most appropriate sizes of organisational culture, it will continue to be a challenge to identify in what ways culture needs to change, to improve effectiveness in the organisation.

Competing Value Framework

The framework came about as a result of scientific researches on the idea of organisational effectiveness (Quinn & Rohrbaugh, 1983). At its initial appearance, it was interpreted with contradictory meanings. Quinn & Rohrbaugh detected two aspects of efficiency in their studies. One connected with the institutional concentration from an interior focus on workers in the organisation to an exterior focus on the organisation itself.

The value framework may be used in organisational setting, and can also be used in determining the gap that exists in organisations in a variable process in the organisation. It can also help assist in better comprehension and the realisation of different kinds of organisational functions and process. Cameron & Quinn (1999) using Computing Value Framework as a basis said organisational culture can be classified grounded on the flexibility and relationship pattern in the organisation, with focus on goal conduction. Fralinger & Olson (2007) added that the most successful campus cultures appear to be those that support both cooperatives and individual achievement. Culture impacts individual behaviours and influence both individual and organisational success. Salonda (2008) confirms that university culture is a separate kind of organisational culture that respects the beliefs and general assumptions held in common by all universities. He made instances on regular ceremonies organised, promotions, personal events like weddings, birthday celebrations or retirement thanksgiving, that opinion was supported by (Antic & Cetic, 2008).

Figure 1 A Model of Culture Congruence for organisations



Source: Cameron & Quinn (1999)

The competing value framework decides on two major dimensions and four main clusters. The first dimension distinguishes between organisational focus that deals with the internal against the external, while the second dimension shows the proclivity about structure that deals with constancy and control against flexibility and discretion. These two dimensions creates four quadrants, with each quadrant standing in for a separate set of organisational cultural pointer. Each quadrant gives a specific label that signifies its most prominent culture characteristics; which are *clan*, *adhocracy*, *market* and *hierarchical cultures* (Cameron & Quinn, 1999). The model appears as four totally distinct opportunities which can be considered as closely connected and linked together. The four types of framework represent the undisclosed significance of people, programmes, policies, and organisations in the present, past and future.

The Clan Culture/Family—the clan culture-type of organisation which encourages team work with contributions in group development. This kind of organisation promotes a human work-related environment,

with the leadership aim of vesting in workers to increase the workers contributions, obligations, and loyalty (Cameron & Quinn, 1999). Clan culture is built on solidarity and self-esteem with premium placed on the human resource and training in the organisation. In this kind of organisational culture, employees are looked at not as disunited individuals, but as collective members of a family. The work pattern in this culture is very informal, feeble, pyramidal structure with premium placed on team management, instead of managers controlling employees working in teams.

This culture focuses on intrinsic challenges and individual workers concerns. Leaders in this kind of culture are looked upon as just family members with their rights and responsibilities. Pushnykh & Chemeris (2006) believe that in clan culture, organisations are stronger due to the upheld traditions and commitment to the family values. Cameron & Freeman (1991) revealed that clans were the most many type among the congruent cultures in the trail. In their analysis, it came out that the effectiveness of institutions is associated with an intrinsic congruence and the kind of culture existing.

The Adhocracy Culture/Business—adhocracy is an institutional culture that exposes individuals to many opportunities for development according to the individuals' capability output, as much as they stick to organisational objectives. In this culture, authority and tasks flow within people, according to the problem been addressed. (Cameron & Quinn, 1999) assert that in adhocracy culture members are not afraid of taking risk because they know and understand the positive changes successful risk taking creates in organisational development. Members are very innovative and creative in nature, as they are given opportunities to act using their given talents and expertise.

This culture focuses on flexible relationship with the extrinsic environment. It is known to be changing, innovative environment were businesses and members results are encouraged at all times. Workers are always willing to take risk with independence and liberty. Leaders and individual; members are known for creativity and are experimenters. Here organisations always want to undertake difficult challenges (Pushnykh & Chemiris, 2006).

The Market Culture/Competitive—in the market culture there is lots of emphasis on effectiveness on goal achievement. This organisational culture is notably concern with extrinsic environment; attention is on supplies of material, customers, contractors, licensees, unions, regulators etc. the market culture operates specifically on monetary exchanges as a way of becoming competitive and productive. Cameron & Quinn (1999) believe that market culture primarily depends on sold extrinsic positioning and control. The workers strongly believe in profit making and planned actions. It is believed that planned actions and goal settings results into productivity and efficiency. Tasks of organisation and individual members is based on good achievement in a time frame. Pushnykh & Chemeris (2006)

contributed that in this culture, organisations focus on competitions both inside and outside the organisation.

The Hierarchy Culture/System—the hierarchy culture of organisation is characterised by rule, system and procedures. This kind of culture is best functionable in very stable business environment. Tasks and responsibilities can be cohesive and harmonised, and regularly with products and services maintained with workers and their jobs under control (Cameron & Quinn, 1999). This type of culture best act where the responsibilities to be performed are well comprehended and durations for accomplishment not under pressure.

Hierarchical culture best operates in solving problem within the organisation, where there is stable, predictable, controlled, and efficient work environment exists. Here all is done through procedures, guidelines, instructions that are in writing. Authorities despise disorderliness among members. Smart & John (1996) contributed that in hierarchy organisational culture, leaders like coordinators and organisers dominate procedures, rule and policies which are the main bonding mechanisms, and emphasis is on permanence and stability.

IV. OBJECTIVE (S) OF THE STUDY

To achieve the aim of this study, the following objectives are highlighted;

- To investigate the perception of academic and administrative staff organisational culture of IPAM;
- To determine the level of job satisfaction among academic and administrative staff of IPAM;
- To establish whether there is a correlation between organisational culture and job satisfaction of academic and administrative staff of IPAM;
- To investigate the dominant work culture prevalent at IPAM;
- To study the impact of work culture on the performance level between academic and administrative staff of IPAM.

V. RESEARCH METHODOLOGY

The main purpose for undertaking this descriptive research is to examine the present dominating organisational culture that may have an impact on the life of both academic and administrative staff at the Institute of Public Administration and management (IPAM). This study carried out a survey to describe the current culture of IPAM and its strategic objectives, and to perceive how those objectives have impacted the work culture of the employees.

The Organisational Culture Assessment Instrument (OCAI) adapted by Açıkgöz (2006) was the survey used in this study. This tool used, assesses four types of organisational culture based on a theoretical framework of how organisations work and the kinds of values upon which cultures are founded (Cameron & Quinn, 1999). 85 questions were used, out of which, 8 representing the demographic variables, and 77 conceptual items were accompanied by a

5- point Likert-type internal rating scale. Factor analysis and reliability tests were conducted to test the validity and reliability of the research.

The study is applied to 135 faculty members to determine the organisational typology of the Institute of Public Administration and Management (IPAM), University

of Sierra Leone. The data was collected in 2020-2021 academic year in the first semester. A random selection of 135 faculty members participated in the study and 125 of the responses came back, which were included in the analysis. T- test was also conducted to find differences among the subgroups of the demographic variables.

VI. RESULTS

The descriptive statistics of organisational culture profile of (IPAM) University of Sierra Leone is illustrated in Table 1.

Table 1
Descriptive Statistics of organisational culture at IPAM

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Clan	125	1.00	4.00	2.0320	1.09938
Adhocracy	125	1.00	4.00	2.3840	.92269
Market	125	1.00	4.00	2.4320	1.28475
Hierarchy	125	1.00	4.00	2.4800	1.20884
Valid N (listwise)	125				

Table 1 demonstrates the perceived current dominant culture type of Institute of Public Administration and Management (IPAM), University of Sierra Leone faculty members. In analysing the mean scores attained, (\bar{X} =2.4800) displays that the dominant culture type for faculty in the current circumstances is the **hierarchy** culture at (IPAM). The second most dominant culture type at IPAM faculty is (\bar{X} =2.4320) represent the **market** culture. Another perceived but less dominant culture type is **adhocracy** (\bar{X} =2.3840). The least of is **clan** (\bar{X} = 2.0320).

According to the mean score of data analysis, as illustrated in figure 2, the Institute of Public Administration and management (IPAM) has a dominant hierarchical culture type that is very officialdom. This type of culture concentrates on well-defined policies, processes and procedures in institutional administration practices. Notwithstanding, market that is the second most dominant culture type at IPAM is implemented through the institutions’ vision, shared goals, productivity and results. This culture type operates under control by authorities, and relies on external factors and is result oriented and most times very competitive in meeting targets and accomplishments.

The differences among the subgroups of demographic variables of Age, gender, experience, job position at IPAM’s work culture typology indicate that there is significant difference between academic and administrative staff position.

The t-test conducted to find out the differences in academic and administrative staff position at IPAM faculty are illustrated below in Table 2.

Figure 2
Cultural Profile of IPAM, University of Sierra Leone in the Competing Value of Framework

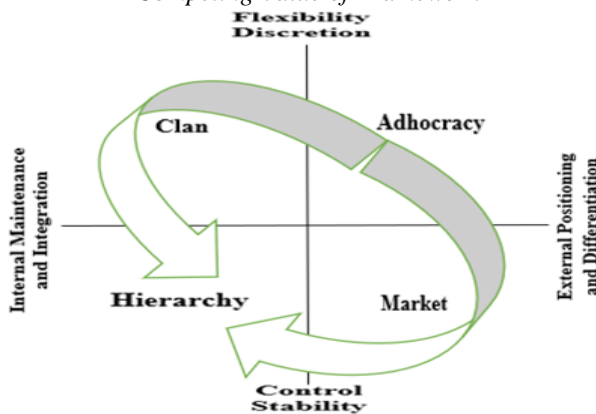


Table 2
Group Statistics of Organizational Culture Profile of IPAM, University of Sierra Leone

Variables	Staff	N	Mean	Sat. Deviation	Std. Error Mean	F	t	P-Value
Clan	Academic Staff	47	1	0	0	125.502	12.149	.000
	Administrative Staff	69	2.7391	0.97998	0.11798		14.741	
Adhocracy	Academic Staff	47	2	0	0	171.336	-2.835	.000
	Administrative Staff	69	2.4348	1.04991	0.12639		-3.44	

Market	Academic Staff	47	1.1277	0.61209	0.08928	61.397	13.716	.000
	Administrative Staff	69	3.2464	0.92999	0.11196		14.796	
Hierarchy	Academic Staff	47	3.5745	0.82738	0.12069	0.712	12.288	0.401
	Administrative Staff	69	1.6667	0.8165	0.09829		12.257	

P<0.05

The t-test results concerning academic and administrative faculty staff members position at IPAM, University of Sierra Leone discloses that there is a significant difference between academic and administrative faculty staff members in hierarchy culture which indicates that academic faculty staff members ($X=3.5745$) embrace the culture more than the administrative faculty staff members ($X=1.6667$). With $P<0.05$ indicates that there is also significant difference observed between academic and administrative faculty staff members at IPAM. It is also observed that the administrative faculty staff members embrace the market culture ($X=3.2464$) more than the academic staff faculty members ($X=1.1277$). A significant difference is also observed between the administrative and academic staff members in the market culture, with $P=.000$; $P<0.05$

Dialog

This research is undertaking to examine the institutional work culture type at Institute of Public Administration and management (IPAM), University of Sierra Leone to make statements on the importance of the work culture type that dominates the institution's academic and administrative faculty staff and its usefulness to the institution. Another reason for undertaking this study is to examine if the leading culture type at IPAM elucidates on the institutional action plans that helps to achieve its objectives.

IPAM's vision, mission, and core values are to generate and transmit knowledge, research, to sustain national development with competitiveness, by satisfying the needs of society. Entrepreneurship, policy management, encourage team work, consciousness of familiarity (The Universities Act, 2005). The study desired to know if these core values, mission, vision of IPAM, University of Sierra Leone are in any way in consonant with the work culture types of Cameron and Quinn (1999).

In spite of the above, the research came out clearly that the two most leading work culture type of IPAM are the hierarchy and market culture characteristics. According to (Smart and John, 1996; Cameron and Freeman, 1991), hierarchy and market culture types are characterised with premium on continuous procedures like; steadiness, control, and practicability in the institution with fierce competition with goal direction. Hofstede (2004) in his power distance index believed that Sierra Leone has exposed hierarchical characteristics. Corson (1960) asserted that hierarchy had always been a Max Weber kind in institutions to be a common background for looking at institutions' outlines and administrative activities of colleges and universities. Smart and John (1996) further added that it was never an idea of institutions highly well-matched with basic characters of

most faculty that often lay premium on relationships with colleagues against homogeneous rules and processes.

Smart and John (1996) asserted that the market culture concentrates on external placement, long-term time frame, achievement-oriented activities with the adhocracy culture, but varies in its worth for stability, control, and predictability. Market culture type claimed the position of second most dominant culture practiced at IPAM according to the findings. A significant difference was observed in market between administrative and academic faculty staff, indicating that the administrative staff enjoys more unchanged working environment, good oriented activities, long-term plans more than academic staff at IPAM.

From the findings, it shows that IPAM's administration needs to take note of the significant difference between academic and administrative staff in the market and hierarchy cultures. In the differences observed, administrative staff holds the market culture more than academic staff. The study also shows that clan and adhocracy cultures are not so dominant as hierarchy and market cultures at IPAM.

Furthermore, the research also found out that in the clan culture type, the administrative faculty staff is seen in the use of the culture more than the academic faculty staff, following the adhocracy culture which also proves that the administrative faculty staff members hold to the adhocracy more than the academic staff.

VII. CONCLUSION

Schools of thoughts that believe in a very sturdy-culture make suggestions that the very existence of a collective beliefs systems, values and syphers are not that enough to augment institutional performance. Instead, it is believed that the belief and values that dominates an institution need to be intimately associated with policies and practices, if the management system has to attain a high degree of integration and coordination (Smart and John, 1996). From the research, it could be seen that to an extent, there is some conflict between the current work culture type practices at IPAM and the institutional policy and practices, which may cause some reduction in the efficiency and effectiveness of performance of the institution.

What came out of this study have significant inference form other researchers to be faced with challenges of recognising IPAM's institutional work culture. This research may have merged more research methods elsewhere the scope of the study.

The following recommendations are forwarded to consultants and researchers:

- a) Necessity for in-service training and seminars for faculty staff members, academic and administrative alike, to be familiar with the institutions' work plan objectives aligned with the university workplace culture.
- b) Make sure that academic and administrative faculty staff are exposed to the current and future workplace culture of the institution.

This research couldn't investigate all the faculty staff members of IPAM, which recommends that further investigations be conducted with an addition of sample size to add value and strength to the validity of the study. Further research can also be undertaken to investigate IPAM's work culture to help the institution be able to identify the work culture which best fit with globalised environment of high competitiveness.

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