

perceived that the current dominant culture was the Hierarchical culture type.

Table 1. The Mean Scores for the Current Situation

Organization Unit	n	Clan	Adhocracy	Market	Hierarchy	Dominant
Total	703	24.17	24.36	25.14	26.33	Hierarchy
1	58	24.58	21.82	25.86	27.73	Hierarchy
2	181	23.9	22.7	26.8	26.6	Market
3	109	23.3	22.4	26.4	28	Hierarchy
4	116	22.9	22.5	26.5	28.2	Hierarchy
5	88	23.3	22.8	27	27.3	Hierarchy
6	86	23.34	22.48	26	28.14	Hierarchy
7	65	23.56	22.68	26.38	27.38	Hierarchy

Table 2 demonstrate that the dominant culture type perceived by the personnel in all of the organization units, thus in the organization, in the preferred situation is the Market culture.

Table 2. The Mean Scores for the Preferred Situation

Organization Unit	n	Clan	Adhocracy	Market	Hierarchy	Dominant
Total	703	22.68	26.04	27.86	23.42	Market
1	58	24.6	23.6	26.7	25.2	Market
2	181	23.7	24.8	26.9	24.6	Market
3	109	24.1	24.3	26.1	25.4	Market
4	116	22.9	24.4	26.7	26	Market
5	88	24.4	25.2	26.9	23.5	Market
6	86	23.55	25.05	26.12	25.28	Market
7	65	23.68	24.75	26.72	24.85	Market

The graphical representation of the mean scores obtained in each of the four culture types for both the current and preferred situations of the organization personnel is demonstrated in Figure 2. The different situation is that the mean scores are diminishing in the Clan and Hierarchy culture quadrants, while the mean scores in the Adhocracy and Market quadrants are increasing.

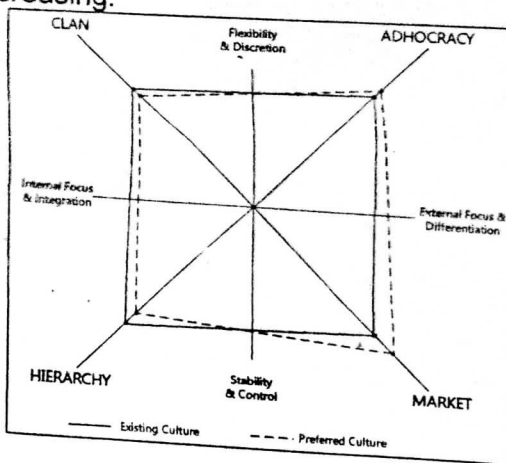


Figure 2. Graphical Representation of the Highest Mean Scores in the Four Culture Types for both Actual and Preferred Situations

5.2 The Dominant Culture Type Strength

The strength of the dominant culture type is related to the number of points assigned to a specific culture type as shown in Table 3.

Table 3. The Mean Scores by Culture Type

Culture Types	Current		Preferred	
	Mean	Std. Dev	Mean	Std. Dev
Clan	24.17	2.8	22.68	2.9
Adhocracy	24.36	2.7	26.04	3.1
Market	25.14	2.1	27.86	3.2
Hierarchy	26.33	3.6	23.42	3.1

In the current situation, the Hierarchy culture type is slightly strong compare to the Market culture type, but moderately strong compare to the Clan and Adhocracy culture types. In the preferred situation, the Market culture type is moderately strong compare to the Adhocracy culture type and significantly strong compare to the Clan and Hierarchy culture types. This finding suggests the presence of characteristics of both Market and Adhocracy culture types in the organization.

5.3 The Organizational Attributes Profile

In the OCAI, six core attributes of an organization are rated by the organization personnel. The six core attributes provide an adequate picture of the type of culture that exists in the organization.

The highest mean score on the six core attributes for each of the culture type in the current situation is shown in Table 4, while the highest mean score in the preferred situations is shown in Table 5.

Table 4. The Mean Scores of the Attributes in the Current Situation

Dimension	Mean	Std. Dev	Culture Type
Dominant Organizational Characteristics	27.42	3.4	Hierarchy
Organizational Leadership	27.85	3.6	Market
Management of Employee	27.49	2.7	Hierarchy
Organizational Glue	27.83	3.1	Clan
Strategic Emphasis	30.23	3.9	Hierarchy
Criteria of Success	26.75	1.2	Market

In the current situation, the highest mean score exhibited by the organization personnel was in the strategic emphasis