

attribute, while the lowest mean score recorded was in the criteria of success attribute. Three organizational attributes profiles demonstrated to be different from the overall Hierarchy culture profile in the current situation. They are organizational leadership (Market), organizational glue (Clan) and criteria of success (Market).

Table 5. The Mean Scores of the Attributes in the Preferred Situation

Dimension	Mean	Std. Dev	Culture Type
Dominant Organizational Characteristics	28.29	3.1	Market
Organizational Leadership	28.77	3.4	Market
Management of Employee	27.24	2.48	Market
Organizational Glue	28.64	1.7	Market
Strategic Emphasis	27.19	2.4	Market
Criteria of Success	28.01	1.9	Market

In the preferred situation, the highest mean score was in the organization leadership, while the lowest mean score recorded was in the criteria of success. All of the six organizational attributes profiles are match with the overall Market culture profile in the preferred situation.

6. CONCLUSION

The result of this study demonstrates that the personnel at 6 out of 7 organization units perceived that the current dominant culture was the Hierarchical culture type. This finding describes that the current dominant culture type exhibited by the organization personnel was indeed the Hierarchical culture.

As the development program orientation of the organization change from strengthen their internal capacity to providing the excellent service to the stakeholders, the Market culture becomes the dominant culture type perceived by the organization personnel.

Dealing with the strength of the four kinds of organizational cultures, the culture in the current situation is the combination of (in decreasing order) Hierarchy type, Market type, Adhocracy type and Clan type, respectively. In the preferred situation, the

strength of each culture type has changed so that the organizational culture is the combination of (in decreasing order) Market type, Adhocracy type, Hierarchy type and Clan type, respectively.

The change of the organizational culture dominance from the Hierarchical type to the Market type implies that the profiles of the core organizational attributes need to change as well. To be able to implement the next development program orientation which is provide the excellent service to the stakeholders, three core attributes are demanded to be adjusted with the Market type.

The first attribute to be adjusted is the one labeled as the dominant characteristics of the organization which is concerned with what the overall organization is like. The second is the management of employees, which is concerned with how employees are treated and what the working environment is like. The last attribute to be adjusted is the strategic emphases that define what areas of emphasis drive the organization's strategy.

7. REFERENCES

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