

Structural and Human Resource organizational culture evaluation
by the Bolman's & Deal's framework model

Abstract

This research is based in the Bolman and Deal model and will have an emphasis on the structural frame and Human Resource to evaluate an organizational culture. In consonance to the previous statement, this project facilitates a coherent and convincing scheme that promotes new actions to allow a major participation of its components. Also work has suggestions to allow new opportunities for future research of the University X organizational conduct. After applying the Bolman and Deal model, the results of this research reveal that the University X culture is:

- a. collaborative in its general domineering characteristics.
- b. competitive in leadership.
- c. controllative in the administration of Human Resources.
- d. collaborative in the adherence to the organization.
- e. creative in the strategic emphasis.
- f. collaborative in the criteria to measure the success.

Key Words

Organization, Culture, Climate

Introduction

The University X is a public University of Puerto Rico. This university is the biggest of the country, and counts with more than 64.000 students. Founded in 1903, it was established in the east of Puerto Rico, with the intention of preparing and training teachers to serve in the education system. University X was founded by a law after the change of sovereignty from Spain to the United States. On the following year, University X was moved to the metropolitan zone of Puerto Rico, this was an action of Dr. Martín G. Brumbaugh, the first Commissioner of Education in Puerto Rico (López, 1984). The government of the United States grants financial aid to the University X as part of the Morill-Nelson law (Cuesta, 1974) and this action allowed the exponential growth of the university.

Literature Review

The four components presented by Bolman and Deal (2013), are related to the management (structural and the human resource); and with the leadership (the political and symbolic). The authors point out that these four organizational components make alike the complex nature of the organizations. It is postulated in this model, that four components determine how the leaders of an organization perceive and attend to the situations and the changes. Even more, these components are controllable for the leaders of the organization. This theory of four components that define the organizational climate facilitates the understanding of the complexity of the characteristics and the behavior of the organization and of its members.

These four components allow the understanding of the aspects related to the satisfaction, effectiveness and successfulness of an organization. Consequently, they have a big importance

and influence in the work, in the productivity and in the performance in general. That's why; a balanced organizational structure generates benefits in terms of loyalty, commitment and confidence between the members of an organization (Ginter, Swyane, & Duncan, 2010).

According to Thompson (2004), an organization that demonstrates skills to accept the cognitive complexity in the decisive processes, can reconcile the demands and needs in competition, which exist in the organizations. For example, a leader who demonstrates balance between its fiscal responsibility (structural component), which avoids the conflict (political component), which emphasizes the fellowship and the harmony in the organization environment (human resource component of) and simultaneously it maintains allegiance and enthusiasm (symbolic component); it reveals understanding and consideration to maintain a balance in the work environment; that increases the levels of satisfaction and effectiveness of the organization. .A climate of balanced work, or that uses multiple components, creates bigger satisfaction between its members.

In this project, four components of the organizational culture were studied. Based on the Bolman and Deal (2013) model: Structural, Human Resource, Political and Symbolic framework but making and emphasis on the Structural and Human Resources framework. Bolman and Deal (2013) establishes that effective organizations must possess the skill of utilize multiples components at least three or four of the mentioned. These organizations are balance or possess a cognitive complexity. While, when an organization depends only on one or two of the identified components; it has been determined that will not have a suitable organizational performance, by what he is named not balanced.

Presented the previous information it will be showed the results of the small study realized for the University X.

1. Balanced climate: It is perceive that the institution has conducts and characteristics that demonstrate some balanced area but many other are not balanced.
2. Unbalanced Climate. The institution exhibits conducts and characteristics that allow us to understand that it is not balanced in its behavior and structure actions. This between other things denotes severe problems of formal and informal communication, which affect the organizational climate.

According to Thompson (2004) the lack of balance affects the productivity and the general performance of the organization. It creates problems of loyalty, dissatisfaction with the work, and breaks up the commitment and the confidence between the members of the organization. This situation raises the need for an objective and opportune intervention to reduce the negative implications for the work of the faculty, including the service to the community that University X offers.

The change and transformation in the organizations depends primary, on the handling of the suspense and of the complexity and turbulence of the situations that border, both at internal and external level of the organizations (Ginter, Swayne & Duncan, 2010). For this reason, these authors recommend to evaluate both the internal and external environment; to know the factors that can have an impact on the services and products that are offered and on the possible new developments.

To know the internal and external environment of an organization, the literature emphasizes principally the analysis of the organizational climate and the evaluation of the capacity of the organization (Thompson, 2004). When strong cultural differences exist in an organization, or between the units that compose an organization, it could be fragmented and consequently it will diminish the effectiveness and the level of performance of the institution (Cameron & Quinn, 2011). The organizational culture defines the fundamental values, the premises, the interpretations and the approaches that characterize an organization that includes complex and interrelated factors. Numerous studies have demonstrated the importance of the organizational culture and its powers to manage the change in the performance and in the effectiveness of the organization. Cameron & Quinn (2011), provide an instrument for the analysis of the organizational culture that allows diagnosing and changing the culture to improve the performance of the institution. The model of Bolman and Deal (2013) was used to develop the analysis of the University X.

Research Objectives

The study objectives are:

1. To compile qualitative and quantitative information about the distinctive elements of the organizational climate of the University X.
2. To analyze the perception of the diverse interest groups on the changes needed in the climate and in the organizational culture of the University.
3. To provide recommendations to strengthen the Climate and the Organizational Culture of; the University X towards the institutionalization of programs, projects, and actions that

encourage a climate and an organizational culture o conscious of the schemes and its effects in the performance of the University

Methodology

In this research the necessary infrastructure is counted by perception of the 150 respondents in terms of technology, physical resources, financial resources, technological resources and the availability of human resources qualified to achieve a climate of inclusion and of support to the diversity in the teaching and not teaching personnel. Those perceptions were evaluated in terms of the followings criteria:

- General Domineering Characteristics
- Leadership
- Administration of Human Resources
- Adherence to the Organization
- Strategic Emphasis
- Criteria to Measure the Success

The combined methodology that is applied in this research used quantitative and qualitative approaches. The combination of these methods of research allows confirming and validating the compiled information, what increases the depth in the analysis and the predictive capacity of the study.

Also, in this research, there was used information originated from primary and secondary sources of information. The primary sources are related to the information that is compiled specially for the intentions of this work. The information of secondary sources refers to any other information that is obtained of pre-established data banks, or from findings in previous studies.

Results

In Table 1 the obtained results show that the human resources frame has the highest surveyed focus with a 50% (frequency equal to 75) referential. This is followed by the adherence to the organization with a 22% and the leadership 14.6 %. These topics were the most emphasized on organizational climate.

Table 1: Distinctive elements of the organizational climate of the University X

Climate	Frequency
General Domineering Characteristics	12
Leadership	22
Administration of Human Resources	75
Adherence to the Organization	33
Strategic Emphasis	6
Criteria to Measure the Success	2
TOTAL	150

In Table 2 and Figure 1, the results shows that the perception on the diverse interest groups in the organizational culture of the University X was the Adherence to the Organization with a 38%, then the Leadership with a 26% and the third one was Human resources with a 21.3 %. These topics were the most emphasized on the perception of the diverse interest groups in the organizational culture of the University X.

Table 2: Diverse interest groups in the organizational culture of the University.

Culture	Frequency
General Domineering Characteristics	7
Leadership	39
Administration of Human Resources	32
Adherence to the Organization	57
Strategic Emphasis	10
Criteria to Measure the Success	5
TOTAL	150

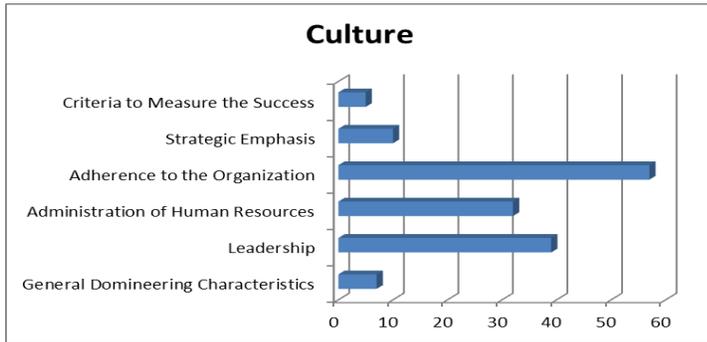


Figure 1: Diverse interest groups in the organizational culture

In the Figure 3 the results shows that the perception of the diverse interest groups on the changes needed in the organizational climate of the University X was the Human Resources with a 40.6%, then the Strategic Emphasis with a 34.6 % and the third one was the leadership with a 13.3 %. These topics were the most emphasized on the perception of the diverse interest groups on the changes needed in the organizational climate of the University X

Table 3: Diverse interest groups on the changes needed in the organizational climate

Interest groups	Frequency
General Domineering Characteristics	4
Leadership	20
Administration of Human Resources	61
Adherence to the Organization	10
Strategic Emphasis	52
Criteria to Measure the Success	3
TOTAL	150

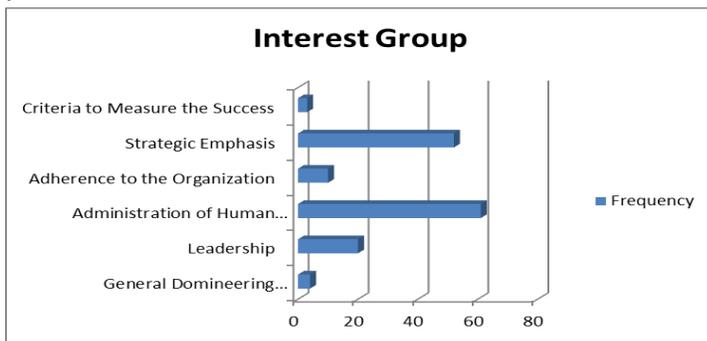


Figure 2: Diverse interest groups in the organizational culture

Figure 3 shows that the Perception of the technology changes needed in the organizational climate of the University X was the Strategic Emphasis with a 32.6%, then the Adherence to the Organization with a 23.3 % . These topics were the most emphasized on the Perception of the technology changes needed in the organizational climate of the University X

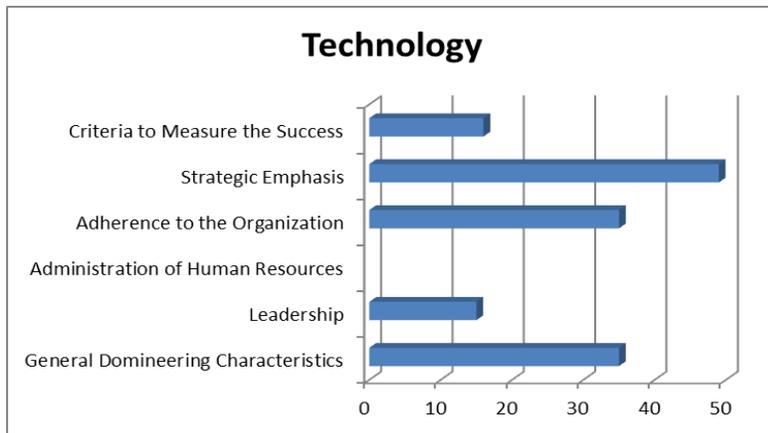


Figure 3: Perception of the technology changes needed

Figure 4 shows that the Availability of qualified human resources to achieve a climate of inclusion needed in the organizational climate of the University X was the Human resources with a 32.7%, and then the Leadership with a 26 % and the third one was the Adherence to the Organization with an 18.6 % . These topics were the most emphasized on the Availability of qualified human resources to achieve a climate of inclusion in University X

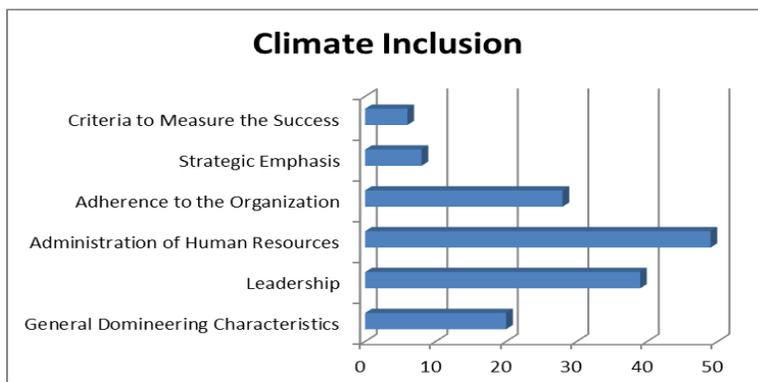


Figure 4: Availability of qualified human resources to achieve a climate of inclusion

Figure 5 shows that the Availability of qualified human resources to achieve support to the diversity in the teaching needed in the organizational climate of the University X was the Leadership with a 30.0 %, and then the Human Resources with a 25.3 % and the third one were the Adherence to the Organization with a 20 %. These topics were the most emphasized on the Availability of qualified human resources to achieve support to the diversity in teaching in University X.

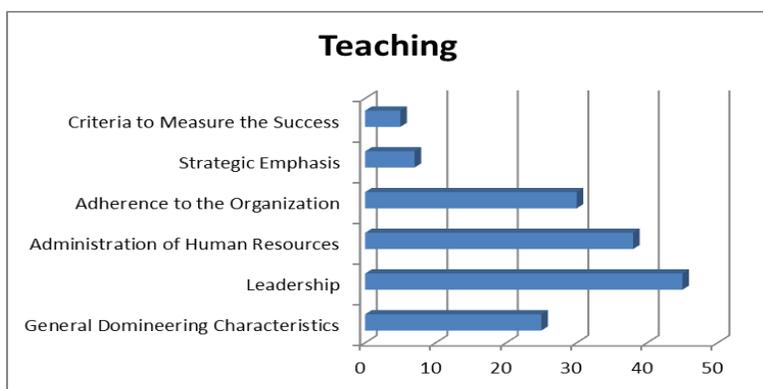


Figure 5: Availability of qualified human resources to achieve support to the diversity in teaching

The results shows that the General Domineering Characteristics in the organizational climate of the University X was based on the Bolman & Deal model were, Collaborative with a 48%, then Competitive with a 24%, Controllative with a 20% and finally Creative with an 8%.

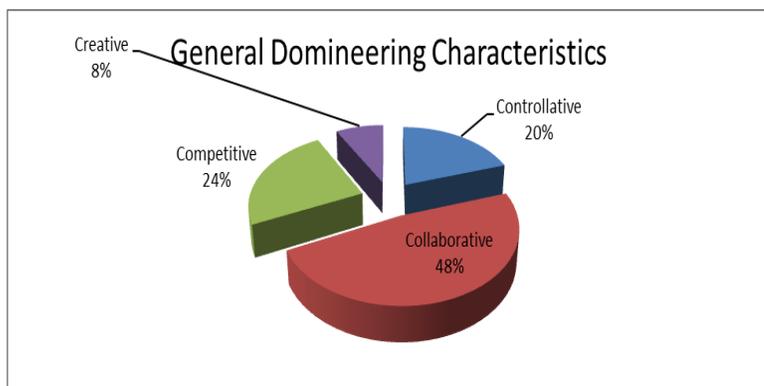


Figure 6: General Domineering Characteristics

In Figure 7 the results shows that the Leadership Characteristics in the organizational climate of the University X was based on the Bolman & Deal model were Competitive with a 43%, then Collaborative with a 29%, then Creative and Controllative with a 14%.



Figure 7: Leadership Characteristics in the organizational climate

In Figure 8 the results shows that the Human Resources in the organizational climate of the University X based on the Bolman & Deal model were, Collaborative with a 60%, then Controllative with an 20% then Creative and Competitive with an 10%

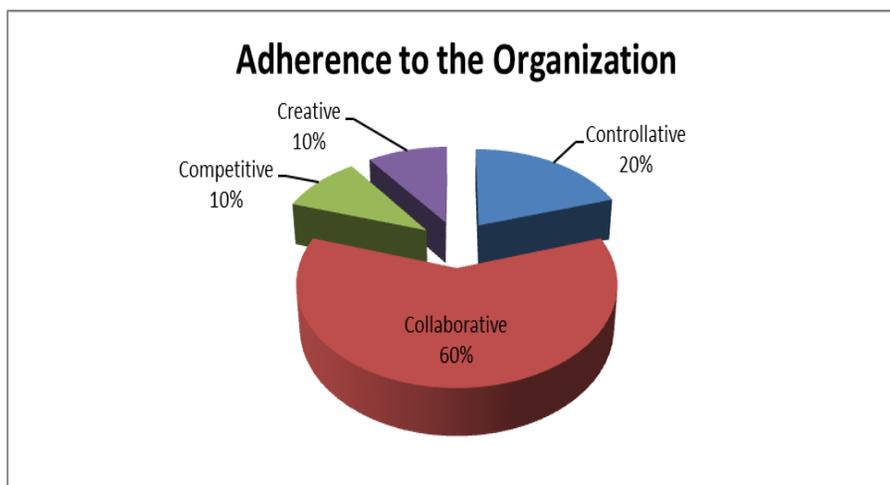


Figure 8 Human Resources in the organizational climate

Discussion

As shown in Table 4, the Structural component is the only reagents that are in balance. It has an organizational structure clear; and it is provided with goals and evaluable targets. Give more worrying balances in this component, for its high punctuations They Grant attention polished to the details of its development. It surprises moreover to think that in five of the reagents of the Structural component, answers exist of “I do not know”; As indicated previously, this answer collaborates to des-balance in the work climate.

Table 4: Analysis of Balance in the Climate of Institutional Work Management, Leadership and Diversity of the University X

Component	Balanced	Not Balanced
Management		
• Structural	56%	44%
• Human	45%	55%
Leadership		
• Political	36%	64%
• Symbolic	48%	52%
Diversity	40%	60%

In the Human resources component, there are a few reactive in des-balance. Only two reactive are balanced with very low punctuations. It gives recognition to its personnel for a quite made work, the participation is promoted and it involves the persons concerned in the decision making.

In Table 5 the analysis of the first component: Conditions and Ambience of the General Department reveals that it is 70 % balanced and 30 % not balanced. The ideal thing had been to obtain more than 80 % although a 70 % is accepted.

Table 5: Analysis of the Balance in the Ambience of the Departmental Work

Component	Balanced	Not Balanced
Total	48%	52%
General Ambience Conditions	70%	30%
Personal & Professional Balance	34%	66%
Situations affects the Ambience	39%	61%

Governing / Governing of the Department it consults or delegates certain decisions to committees or groups of work: There is appreciated the work that was carrying out in the department. These reagents point at the existing academic and administrative structure, at the decision making process participations, or, the political or school decision making ambience that must prevail in the higher education institutions (Bryson, 2000). Also, it points at the fulfillment of the individual responsibility of every doctor with its assigned tasks.

Conclusion

After comparing the organizational profile of the culture of the University X with similar institutions of services to the community, as shown in Figure 9, it is principally collaborative. In these services institutions, the competitive culture dominates for more than ten points to others three types of culture.

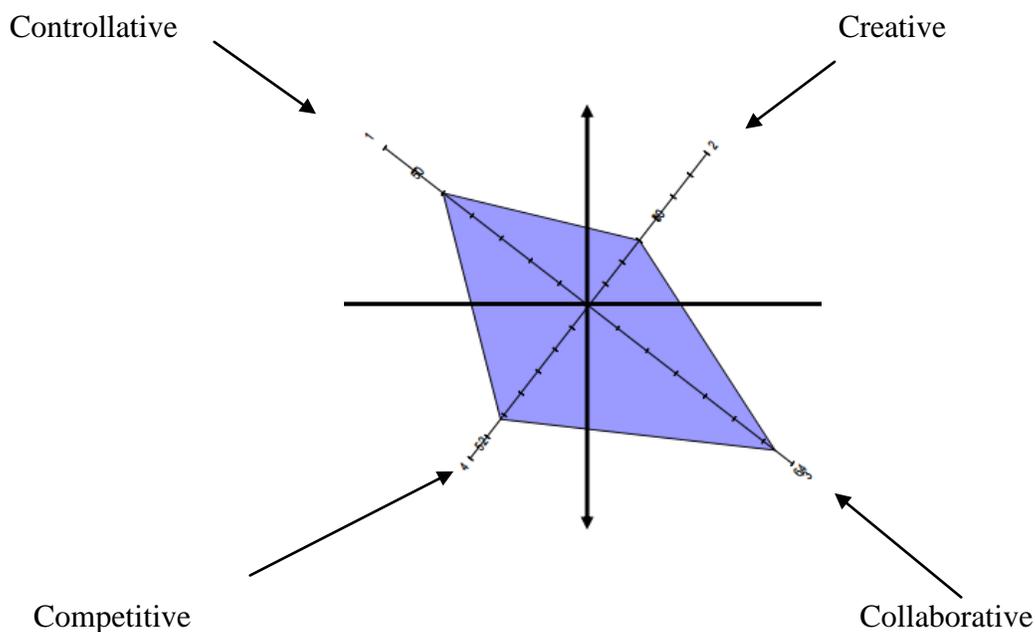


Figure 9: Culture Profile

It is established that for the University X to be successful in this historical moment of intensive changes and high complexity; he should adopt some of the characteristics of the competitive culture; at least in the components of administration of human resources and in the criteria of success. It is important to mention that this research used a likert scale to compile the information.

Between the recommendations that we can realize from the acquired knowledge based on the model of Bolman and Deal (2013) it is implanting mechanisms of participation in the

decision making, in the exercise of the leadership and to eliminate problems of the administrative system that must not exist in an organization of higher education of the third millennium.

It is also priority to improve the communication and it is necessary to emphasize in improving the existing deficient administrative processes, giving I support to the professional development equitably. As for the organizational culture, in the component of leadership and in the component of human resources a controllative culture is perceived

The recommendations of this project provide important intervention strategies, to maintain the change impetus. For this reason, the efforts of change and of improvement of the climate of work and of the organizational in the X University must be evaluated of continuous and systematical form to calibrate the changes in the climate of work and in the organizational culture.

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