

MEASUREMENT OF ORGANIZATIONAL CULTURE OF HIGHER EDUCATION LIBRARIES IN QATAR USING THE COMPETING VALUES FRAMEWORK

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ABSTRACT

This paper presents the results of a study of 20 higher education libraries in Qatar. The purpose of the study is to identify the organizational culture existing in these libraries which are grouped under three categories, based on their affiliations. The study is based on wider research conducted by the authors to determine the relationships that exist between organizational culture and knowledge management in Qatar's higher education libraries. A total of 122 library employees, serving in different positions, were surveyed. This paper aims to measure the average/mean culture profile of Qatar's higher education libraries. The findings of this study suggest that although these libraries have a mixed culture, Clan culture seems to have a dominant presence in the majority of Qatar's higher education libraries.

Key Words: Organizational Culture, Competing Values Framework, Knowledge Management, Higher Education, Qatar

Introduction to Organizational Culture

Culture is a powerful and decisive force that shapes our thinking and the way we lead our lives. Schein (2010) describes culture as one of the extremely powerful and stable forces operating in organizations, and

one that has been linked to a variety of measures of organizational success. He also argues that the fundamental concept of culture is the set of basic assumptions that people share regarding such things as human nature, social relationships, and relationships among social institutions and their environment. He further says that these assumptions are abstract, unconscious and taken for granted (Schein, 1985, 1990).

Edgar Schein (2010) defines culture as *"a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has 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."*

Organizational culture is unique to every organization and one of the extremely difficult things to change. Although there is no single definition to describe organizational culture, management experts agree that they are represented by a variety of terms (Howard, 1998). Some of them are Cultural Values (Sheridan, 1992), Management Climate (Sager & Johnston, 1989), Management Processes (DeCottis & Summers, 1987), Management Style (Zaffane, 1994) and Vision (Charlton & Tharenou, 1994).

Dimensions of Organizational Culture:

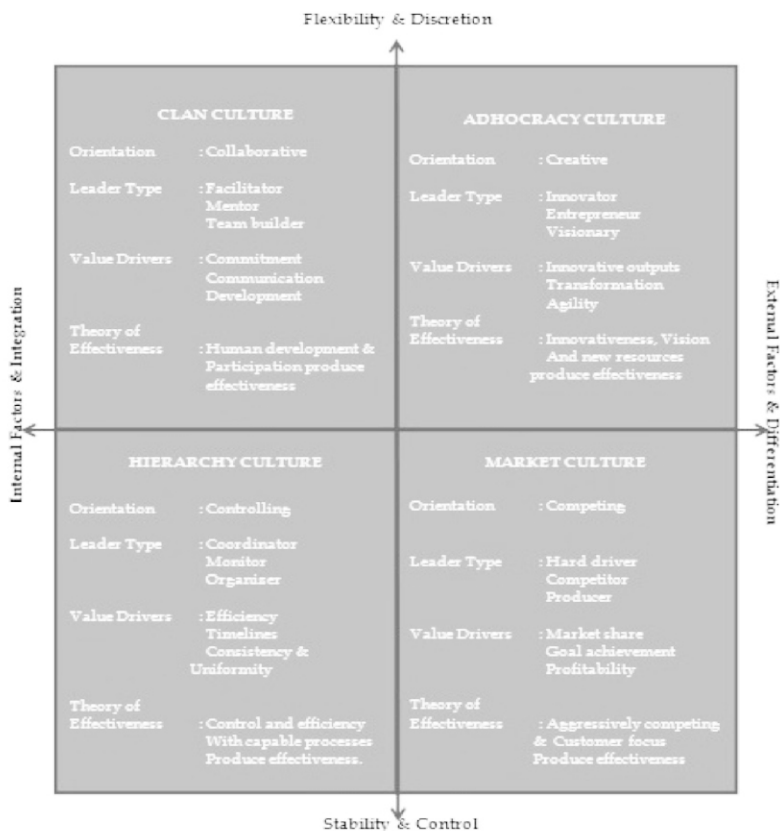
Over the last three decades, researchers have proposed various dimensions and attributes of organizational culture. Sathe (1983), Schein (1985), and Kotter and Heskett (1992) are among the few who supported cultural strength and congruence as the main cultural dimensions of importance. Gordon (1985) identified eleven dimensions of culture: clarity & direction, organizational reach, integration, top management contact, encouragement of individual initiative, conflict resolution, performance clarity, performance emphasis, action orientation, compensation and human resource development. Hofstede (1998) focused on dysfunctional dimensions of

culture, including paranoid, avoidant, charismatic, bureaucratic and politicized dimensions.

Organizational Culture is extremely broad and inclusive in scope, and that is the reason why there were so many dimensions that had been proposed and researched upon. Therefore, no one framework is comprehensive and can be said to be right while others are considered wrong. It should, rather, be able to integrate and organize the majority of these dimensions, and that is the reason why the Competing Values Framework (CVF) (Quinn & Rohrbaugh, 1983) has become so popular among researchers. This framework was developed after extensive research on the major indicators of successful and effective organizations. Quinn and Rohrbaugh (1983) analyzed a list of thirty-nine indicators considered to be instrumental for organizational effectiveness proposed by Campbell, Brownas, Peterson and Dunnette (1974). The CVF had two dimensions. It uses six items that integrate almost all aspects of the earlier dimensions that were proposed. They are Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic Emphases, and Criteria of Success.

The Competing Values Framework:

The Competing Values Framework is based on two dimensions one dimension differentiates effectiveness criteria that emphasize flexibility, discretion and dynamism from stability, order and control, while the other dimension differentiates effectiveness criteria that emphasize an internal orientation, integration and unity from criteria that emphasize an external orientation. According to Cameron and Quinn (2011), these two dimensions together form four quadrants, each representing a distinct set of organizational effectiveness indicators. These indicators represent what people value about the organization's performance and define what is seen as valuable and relevant. In other words, these four clusters of criteria define the core values on which judgments about organizations are made (Cameron & Quinn, 2011).

Figure I: Organizational Culture Profile

Adapted from Cameron & Quinn (2011)

Each quadrant in the figure above highlights the core values that are opposite to the values on the other end. The upper left quadrant (CLAN) identifies values that emphasize an internal, organic focus, whereas the lower right quadrant (MARKET) identifies values that emphasize an external, control focus. Similarly, the upper right quadrant (ADHOCRACY) identifies values that emphasize an external, organic focus while the lower left quadrant (HIERARCHY) emphasizes internal, control values. It is due to the nature of these competing or opposite values in each quadrant that the name “Competing Values Framework” was given to this model (Cameron & Quinn, 2011).

To summarise, each of these culture types, as described by Cameron & Quinn (2011), can be described as:

- **Clan culture** (internal focus and flexible) - A friendly workplace where leaders act like father figures.
- **Adhocracy culture** (external focus and flexible) - A dynamic workplace with leaders that stimulate innovation.
- **Market culture** (external focus and controlled) - A competitive workplace with leaders like hard drivers.
- **Hierarchy culture (internal focus and controlled)** - A structured and formalized workplace where managers act like coordinators.

Statement of the Problem & Field of Study

Organizational effectiveness is affected by the organizational culture existing within an organization, and organizational culture is shaped by the people working in them (Cameron & Quinn, 2011). Higher education libraries in Qatar have a large expatriate population and there are frequent changes in the number of employees working in different positions. Hence it is important to study the culture types that exist within libraries functioning in each university/institution for effective management and strategic decision making. The Competing Values Framework has been used in the research study since it allows the inherent contradictions playing out in organizations to emerge. It blends the idea that organizations are faced with competing actions between which they constantly need to make choices so as to foster organizational effectiveness.

The field of study includes all higher education libraries - such as those in universities, institutions and research centers - that are run by private, quasi-government and government organizations in Qatar.

Objectives & Rationale of the Study

The primary objective of the study is to identify and measure organizational culture types that exist in higher education libraries in Qatar using the Competing Values Framework. The rationale of this study is based on the fact that it will generate valuable information on culture types prevailing in higher education libraries in Qatar and thus

help library managers and directors take strategic decisions and implement planning. It will help them better understand the level of employees' commitment and satisfaction, which is absolutely vital to organizational effectiveness. Strategic interventions can be put in place to ensure that employees are happy, and continue to remain so.

Review of Literature

The literature on organizational culture published over the last twenty-five years is immensely voluminous and varied. It has remained a highly researched topic and seems to continue to draw considerable attention (Martin, 2002). Social anthropologists introduced the term 'culture' to describe and understand 'primitive' societies (Kotter and Heskett, 1992). Over the years, it has been examined within organizational settings initially as "corporate" or "organizational culture." The term was used to explain - by emphasizing the existence of a highly motivated workforce with shared core values, beliefs and assumptions - why Japanese organizations were superior to American ones (Denison, 1984; Furnham and Gunter, 1993). Likewise, Hofstede (1980) claimed that culture justifies the economic supremacy of certain countries over others.

Subsequently, researchers developed various models to study and identify organizational culture: among them, the Competing Values Framework (CVF) has been used widely around the world and has remained one of the most successful models to date (Garman, 2006). Kwan and Walker (2004) noted that the Competing Values Framework has become the dominant model in the quantitative research on organizational culture. Numerous empirical studies have been published testing the validity and reliability of the CVF and Organizational Culture Assessment Instrument (OCAI) (Yu & Wu, 2009). Denison and Mishra (1995) used case studies and survey data to explore the relationship between organizational culture and effectiveness. The results provided evidence for the existence of four cultural traits in the Theoretical Model of Culture Traits. The dimensions and implications of the Theoretical Model of Culture Traits coincided with their counterparts in the CVF, thus validating the CVF as a powerful measure of organizational culture. Cameron and Quinn

(2011) themselves conducted innumerable case studies to analyse the organizational culture obtaining in various corporates, industries and companies in different countries around the world, and found it to be significantly accurate. However, there is no literature currently available to suggest that this model has been used to study the organizational culture prevailing in libraries anywhere in the world, let alone Qatar. In hindsight, this is a significant gap that exists in the evidence base; and hence the researchers used the CVF to study the organizational culture in higher education libraries in Qatar. The current paper fills the crucial gap in the existing literature by presenting the results of the study.

Research Methodology

The study used a descriptive, quantitative research design. The population of this study consisted of employees in libraries of higher education institutions in Qatar, including all post-higher secondary colleges, research institutions and universities. There were 20 of these at the time of this survey (<http://www.qnl.qa/find-answers/other-libraries>), with a total of 195 employees working in these libraries. This figure was ascertained from the feedback, received by the researchers from the library directors, to a mail asking for the same. However, there were no responses from three universities/institutions and they were, consequently, dropped from the survey. Five universities/institutions had a only single librarian each and hence were also dropped from this survey, restricting the sample size to 187 employees from 12 higher education libraries.

These 12 libraries are, based on their affiliations, grouped into three categories, viz. the Qatar Foundation, Government and Private. This piece of research aims to determine the average culture type in operation at the libraries in each of these three categories.

Data collection was aimed at getting a comprehensive view of the culture type prevailing in the libraries. The Organizational Culture Assessment Instrument (OCAI) (Cameron & Quinn, 1999) that has been used in this study is based on the Competing Values Framework which, in turn, is used for validating and measuring six key items of

organizational culture. The OCAI has four descriptive statements under each of the six items (each statement representing one of the four culture types), representing each of the quadrants in the framework. The OCAI allows us to diagnose organizational culture type, strength and congruence. According to Cameron & Quinn (2011), the instrument has been used in innumerable research across the world in different industries and its reliability and validity so well established that there is, therefore, no necessity for the researchers to do the same. It is also a public-domain document and, consequently, no permission was necessary for utilizing this instrument.

In order to respond to the statements in the instrument, the respondents need to divide 100 points among the four alternatives under each item (see Table I), depending on the extent to which each alternative is similar to their own library (Cameron & Quinn, 2011). Nonetheless, the sum of all four statements under each item should be exactly 100. A higher number of points is to be awarded to the statement that is most similar to one's library, and a lower number to those statements that are less similar or totally irrelevant. Points can vary from 0 to 100, depending on the assessment of the level of similarity of the statements to one's library.

Table No.1: Sample of the Survey Instrument

	1. Dominant Characteristics	100
A	My organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	
B	My organization is a very dynamic and entrepreneurial place. People are willing to stick their necks out and take risks.	
C	My organization is very result oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	
D	My organizations a very controlled and structured place. Formal procedures generally govern what people do.	

An electronic questionnaire, comprising the personal data sheet and Organizational Culture Assessment Instrument (OCAI), was designed

on the web-based internet surveying solutions provider Surveymomkey.com and sent to all 187 employees by e-mail in October 2013. They were given adequate time to respond - one month, till November 2013. They were also despatched weekly reminders. A total of 122 responses were received from 12 libraries at a return rate of 65%. Electronic mail was chosen over the traditional paper-based questionnaire as it is easier for participants to answer in such a format and revert to the researchers immediately. By completing the OCAI, employees provided a picture of what they believed were the fundamental assumptions on which their libraries operated and the values that characterized them.

Scoring the Organizational Cultural Assessment Instrument

The responses to all 24 statements from the six items were grouped according to the individual employee's library and the mid values (median) found in the scores given by them. For example, if 10 employees responded from the same library, they were grouped together and the median in the scores for each statement found. Since respondents gave different values - based on their own assumptions - for the statements in question,, the mid value or median found was representative of their responses. The median were then averaged to construct a culture profile of that particular library. Similarly, the median for statements 1A, 2A, 3A, 4A, 5A and 6A were found and tabulated separately. The same was repeated for the other alternatives - B, C & D - and tabulated. Thereafter, all 'A' responses were added and the average found. The same was done for all B, C & D values as well, as shown in the table in the appendix. The average values, given in Table II, were used for constructing the culture profile of the libraries, according to the groups into which they were assigned.

Plotting & Constructing an Organizational Culture Profile

From the tabulated values given in the appendix, the average scores for each of the alternatives A, B, C and D, were plotted along diagonal lines in the four quadrants in the forms as shown in the figures below.

1. The score for alternative A represents 'Clan' culture, and was plotted on the diagonal line extending upward in the top-left quadrant of the form.
2. The score for alternative B represents 'Adhocracy' culture, and was plotted on the diagonal line extending upward in the upper-right quadrant.
3. The score for alternative C represents 'Market' culture, and was plotted on the diagonal line extending downward into the bottom-right quadrant.
4. The score for alternative D represents 'Hierarchy' culture, and was plotted on the diagonal line extending downward into the bottom-left quadrant.

Once the scores had been plotted in each quadrant, they were connected to form a four-sided figure in order to create an organizational culture profile of the library as it existed when the survey was conducted. The profile identifies the dominant cultures that were prevalent in higher education libraries in Qatar. The culture profile may be done individually - of each of the universities/institutions - or they can be grouped, and the average culture profile identified (Cameron & Quinn, 2011). In this paper, the organization culture profile has been constructed for libraries grouped under three categories, based on their affiliations: the Qatar Foundation, and Government and Private Universities. In keeping with the need to respect the private nature of the information obtained, culture profiles for individual libraries have not been done in this study; instead, the average culture profile for each of the three categories has been constructed.

Interpreting the Culture Profiles

The quadrant in which the scores are the highest indicates the culture that tends to be emphasized most highly in the representing library. It identifies the basic assumptions, styles and values that predominate the library. The strength of the culture is determined by the scores awarded to each culture, and how far the figure stretches in one quadrant.

Research Findings and Inferences

Table No.2 : Culture Profile of Libraries Based on Category

C	CT	Libraries												Avg
		1	2	3	4	5	6	7	8	9	10	11	12	
Qatar Foundation	C	50	45	39	34	29	29	31	45	30	-	-	-	37
	A	19	21	22	23	28	18	26	27	22	-	-	-	23
	M	13	13	14	20	29	21	17	14	21	-	-	-	18
	H	19	17	18	26	19	33	25	12	25				22
Private	C	-	-	-	-	-	-	-	-	-	-	47	38	43
	A	-	-	-	-	-	-	-	-	-	-	27	24	26
	M	-	-	-	-	-	-	-	-	-	-	13	19	16
	H	-	-	-	-	-	-	-	-	-	-	9	21	15
Government	C	-	-	-	-	-	-	-	-	-	13	-	-	13
	A	-	-	-	-	-	-	-	-	-	10	-	-	10
	M	-	-	-	-	-	-	-	-	-	16	-	-	16
	H	-	-	-	-	-	-	-	-	-	58	-	-	58
All Libraries	C	50	45	39	34	29	29	31	45	30	13	47	38	36
	A	19	21	22	23	28	18	26	27	22	10	27	24	22
	M	13	13	14	20	29	21	18	14	21	16	13	19	18
	H	19	17	18	26	19	33	25	12	25	58	9	21	24

C = Category

CT = Culture Type

C = Clan

A = Adhocracy

M = Market

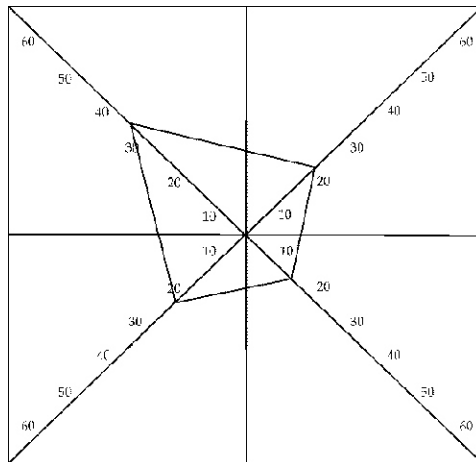
H = Hierarchy

Table 2 represents the values of the libraries, grouped according to their categories, as described in the previous section. The values in the 'Average' column are the average of each culture type for all libraries in their respective groups. The last category in the table is the values of all three groups combined or the values of all 12 libraries that had responded. The values in the 'Average' column for this category are the average for all higher education libraries in Qatar, and this value is used for constructing the average culture profile of higher education libraries in the country.

A close look at the average values in the table reveals that the values for

Clan culture type are higher for libraries in the group 'Private Universities/Institutions.' It can also be noted that Clan and Adhocracy values are higher, when compared to Hierarchy and Market values, which means that libraries in this group have a culture type dominated by Clan and Adhocracy. According to Cameron & Quinn (2011), organizations with these two dominant cultures are quite successful and progressive in nature, and their employees quite content, both with respect to the leadership and the organization. The values of libraries in the group 'Qatar Foundation' are higher for Clan and Hierarchy culture types, which means that although there is a greater quantum of freedom in these libraries, they also, quite often, stick to the rules. The lone library from the government group has higher values for the Hierarchy culture type, compared to other cultural types, which implies that it follows rules strictly. However, the average value of all these libraries combined is higher for Clan culture, followed by Hierarchy.

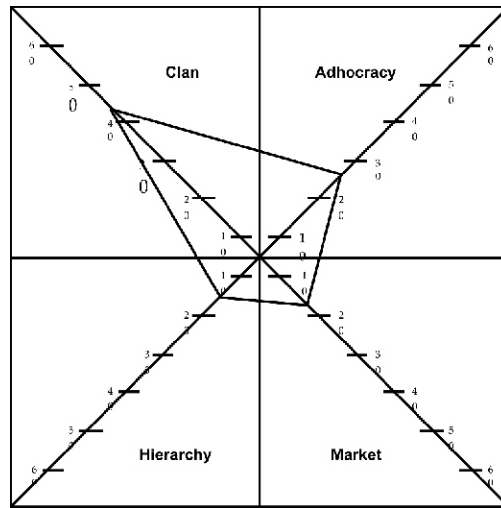
Figure 2: Culture Profile of University/Institution libraries in Qatar Foundation



The figure in the form stretches slightly more in the upper-left quadrant when compared to other quadrants, which means that Clan culture is dominant in the libraries of Universities/Institutions within the Qatar Foundation. Adhocracy culture also displays a prominent presence, since it racks up the second highest value after Clan culture, which underscores the existence of an Adhocracy culture type also in the

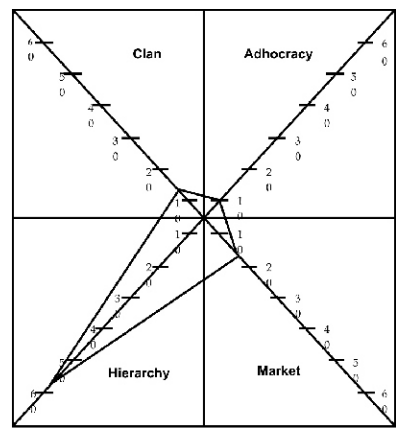
libraries. It can be inferred from the figure that, apart from being a highly friendly place to work in, with people sharing a lot of information about themselves, it is also a dynamic, entrepreneurial and creative workplace. The leadership in these libraries is considered to comprise innovators,, risk-takers and, in addition, mentors. The library encourages individual initiative and freedom.

Figure 3: Culture Profile of Private University/Institution Libraries



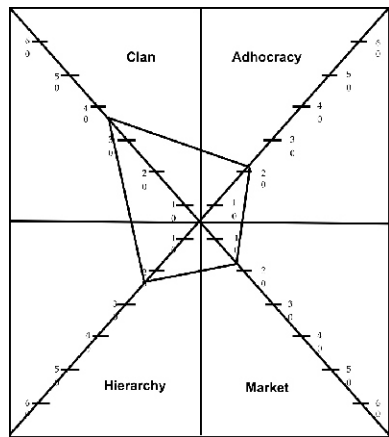
The figure above suggests that Clan culture is significantly predominant in libraries in Private Universities/Institutions that are outside the ambit of the Qatar Foundation. However, these libraries also have a considerable Adhocracy culture type presence and a significantly lower Hierarchy and Market culture type presence. This means that libraries in these universities are highly friendly places to work in, with people sharing a lot of information about themselves. The lower values for Hierarchy culture imply that the work environment is not highly formal, structured and rule-based but rather informal and friendly. They are also dynamic and creative places to work in, where people tend to take a lot of risks and go out of their way to help one other. The leadership in these libraries is considered to comprise mentors and, sometimes, even parent figures. A lot of emphases are given to teamwork, participation and consensus.

Figure 4: Culture Profile of Government Universities/Institutions



The figure above has stretched extensively towards the lower-left quadrant in the Hierarchy culture type. This suggests that a Hierarchy culture has a predominant presence in libraries of government-run universities and institutions in Qatar. The values for this quadrant are significantly high, which means that they are highly formal and structured places to work in. Procedures govern what people do, and the leadership in these libraries comprises coordinators and organizers who have efficiency in mind. Ensuring the smooth running of the library is their primary concern, while the long-term concern is stability and performance with efficient and smooth operations. Success is defined in terms of dependable delivery of services.

Figure 5: Average Culture Profile of Higher Education Libraries in Qatar



The figure above manifests the average culture type for all 12 higher education libraries that were studied in this piece of research. The figure stretches in the upper-left quadrant, which means that Clan culture is predominant, when compared to other culture types in higher education libraries in Qatar. Hierarchy and Adhocracy culture also have a prominent presence, since they rack up the second highest value after Clan culture. It means that the qualities of the two culture types are also evident in these libraries. It can be said that, apart from being highly friendly places to work in, where people share a lot about themselves, they are also dynamic, entrepreneurial and creative places to work in. The presence of a Hierarchy culture type implies that the rule book also plays a significant role in many of these libraries. The leadership in these libraries is considered to comprise innovators, risk-takers, mentors and coordinators as well. These libraries encourage individual initiative and freedom. It can also be inferred from the above figure, that there exists a mixed culture type with Clan culture being dominant, alongside a significant presence of Hierarchy and Adhocracy cultures in higher education libraries in Qatar. Cameron & Quinn (2011) state that these two culture types, Clan and Adhocracy, are ideal for promoting knowledge-sharing and management, while Market and Hierarchy are impediments.

Discussion & Implications of the Study

Cameron and Quinn (2011) argue that if there is one key ingredient for organizational success that is less tangible and blatant, but more powerful than any other, then that ingredient is Organizational Culture. Numerous studies that were conducted and published suggest that there exists a positive relationship between the dimensions of organizational culture and organizational effectiveness. The implications of this study will be far-reaching and help library administrators identify, understand, facilitate and manage organizational culture. It will also help them adopt effective ways of diagnosing and changing culture with a view to enhancing performance. Since culture is a significantly important factor in the long-term effectiveness of organizations, it is imperative that library

administrators are able to measure key dimensions of organizational culture and develop a strategy for changing or enhancing it. The bottom line is that any change introduced without understanding the culture of an organization will be ineffective and will not yield the desired results.

Suggestions

This study has focused only on measuring organizational culture types and described what it means to have a particular culture prevailing in higher education libraries. However, further research can focus on the reasons behind the presence of a particular culture type and the factors that influence such a presence. The researchers focused only on existing culture types and asked employees for their responses in this regard, while employee expectations with regard to what culture type they envisaged were not included as part of this study. Perhaps further research may be conducted so as to determine the nature of employees' expectations, and other models used such as the one suggested by Gupta and Govindarajan (2000) to identify factors that influence organizational culture.

The results of this study will help the authorities in universities and institutions of higher learning to understand culture types in their libraries and take appropriate decisions. Library directors could use this study to understand what their colleagues think about their leadership style and, further, what they think about the working conditions in the libraries. Decisions can be taken accordingly to beget course corrections, if necessary. Conducting a survey of this sort at timely intervals could help the authorities understand how far they have progressed as an organization and the degree to which their policies have impacted their employees.

Conclusion

Organizational culture plays an important role in determining the success and failure of any organization, company, industry or entity. There are various factors that influence culture formation in organizations, as well as sub-cultures among different groups or departments within organizations. Therefore, it is a huge challenge for the leadership to identify culture types and determine what contributes

to the formation of those cultures, and respond appropriately in due course. This study should be helpful for the leadership in higher education libraries in Qatar to perceive existing culture types and generate strategic decisions and planning accordingly.

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Appendix - Tabulated values from responses received

Qatar Foundation											Govt	Private	
	OCAI	L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11	L12
Clan	1A	55	50	40	38	30	35	35	43	30	10	50	38
	2A	50	40	40	30	20	25	30	45	23	10	45	33
	3A	53	40	40	35	25	25	30	43	33	10	45	40
	4A	55	50	40	35	70	40	30	48	33	15	50	40
	5A	53	50	45	33	20	25	30	50	33	15	50	38
	6A	33	40	30	33	10	25	30	40	28	15	40	38
	Sum	298	270	235	204	175	175	185	269	180	75	280	227
	AVG	50	45	39	34	29	29	31	45	30	13	47	38
Market	1B	30	20	20	25	15	20	25	30	25	10	30	30
	2B	20	20	20	23	30	10	25	28	20	10	28	25
	3B	25	30	30	28	25	20	30	30	23	10	33	28
	4B	10	20	20	15	20	15	20	20	20	10	20	20
	5B	20	25	20	25	35	20	30	28	23	10	30	25
	6B	8	10	20	20	40	20	25	23	20	10	23	18
	Sum	113	125	130	136	165	105	155	159	131	60	164	146
	AVG	19	21	22	23	28	18	26	27	22	10	27	24
Adhocracy	1C	10	15	20	20	40	10	10	18	20	15	10	18
	2C	5	10	15	20	30	30	20	15	20	20	13	20
	3C	10	10	10	18	25	15	15	10	20	10	13	15
	4C	8	10	10	20	5	20	15	18	20	10	13	15
	5C	10	10	10	18	35	20	15	10	20	10	10	15
	6C	35	25	20	25	40	30	25	15	25	30	18	28
	Sum	78	80	85	121	175	125	100	86	125	95	77	111
	AVG	13	13	14	20	29	21	17	14	21	16	13	19
Hierarchy	1D	5	10	10	20	15	35	25	8	20	55	5	13
	2D	25	20	10	25	20	40	25	10	33	60	5	25
	3D	13	15	15	23	25	35	20	10	25	65	10	23
	4D	28	15	35	35	5	30	35	18	23	60	10	20
	5D	18	20	15	28	10	30	20	10	23	65	10	20
	6D	25	20	25	23	40	25	25	18	25	40	13	23
	Sum	113	100	110	154	115	195	150	74	149	345	53	124
	AVG	19	17	18	26	19	33	25	12	25	58	9	21