Assessing Organization Culture – A Review on the OCAI Instrument

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“Organizational culture refers to the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization’s history, and which tend to be manifested in its material arrangements and in the behaviours of its members.” (Andrew Brown, 1992). Organizational culture emphasizes the understanding of organizations in general and highlights certain aspects that are shared as common in groups. Culture is the effect of a multifaceted group learning process which is partly influenced by leader behavior. (Schien E 2004) There are numerous ways of identifying organizational culture through scientific approaches. This paper provides a snapshot of various tools available in the literature to identify organization culture and highlights the benefits of the standardized Organizational Culture Assessment Instrument (OCAI).

1. Introduction
According to literature, there are numerous numbers of definitions available to describe organizational culture. Few authors’ definition are contradicting to each other which results in arguments. In general, culture is classified into four major themes: as a learned entity – the way the group think and behave, belief system – basic guiding beliefs, strategy – improvements in quality and performance and a mental programming – collective mindset of a group (Maull, Brown and Cliffe in 2001).

Organization Culture is defined as “a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that 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” (Schien E 2004).

Each organization exhibits different organizational culture which would be unique in its characteristics. Identifying these organizational cultures helps to analysis the working pattern of that organization. Wide ranges of instruments are available in the literature that could be utilized to identify organization culture.

Comparison of few Identified Organizational Culture Measurement Instruments
From literature review, it is very clear that various organization culture assessment tools are available, but as the scope of this research paper, the following tools were compared and it was subsequently ascertained that the Organizational Culture Assessment Instrument (OCAI) seems to be an acceptable option when compared to other available tools. In a nutshell, this article enquires into the intention of each tool under, dimensions, validity, reliability and limitation while assessing its stated purpose and strengths.

1. Competing Values Framework
2. Quality Improvement Implementation Survey
3. Organizational Culture Inventory
4. Harrison’s Organizational Ideology Questionnaire
5. Hospital Culture Questionnaire
6. Nursing Unit Cultural Assessment Tool
7. Practice Culture Questionnaire
8. MacKenzie’s Culture Questionnaire
9. Survey of Organizational Culture
10. Corporate Culture Questionnaire
11. Core Employee Opinion Questionnaire
12. Hofstede’s Organizational Culture Questionnaire
13. Organizational Culture Survey
14. Organizational Culture Assessment Instrument’ (OCAI)
### Table 1 Comparison of Various Organizational Culture Measurement Instruments

<table>
<thead>
<tr>
<th>Instrument</th>
<th>Background</th>
<th>Dimensions</th>
<th>Purpose</th>
<th>Strengths</th>
<th>Limitations</th>
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<tr>
<td>Competing Values Framework (CVF) Campbell 1974; Quinn and Rohrbaugh, 1983; Cameron Freeman 1991; Gerowitz et al. 1996, 1998</td>
<td>– Campbell 1974 identified 30 different criteria effectiveness – 1983 (P365) Quinn and Rohrbaugh held that choices of particular criteria is based on or reflection personal values about the appropriate emphasis in the domain effectiveness. – Quinn and Rohrbaugh invited 52 organizational researchers to order the criteria list by Campbell (in 1973) – Then derived 3 value dimension internal-external, control-flexibility, means-ends. – They integrated the 3rd dimension into the other 2 ones and established the CVF.</td>
<td>- Consists of two dimensions - one drawn vertically and the other drawn horizontally resulting in four quadrants. - Human relations model, open system, rational goal model and internal process model - No of items 16 – Brief Scenarios describe dominant characteristics- Respondents divide 100 points between these scenarios</td>
<td>Organizational design, stages of life cycle development, organizational quality and effectiveness, leadership roles and roles of human resource managers, management skills, staff climate, leadership style and bonding systems.</td>
<td>- Extensively used models - Better validity and reliability</td>
<td>– does not attempt to explore the panorama of organizational culture rather it looks at the value dimensions related to effectiveness – Narrow classification of organizational types</td>
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<td>Quality Improvement Implementation Survey – Shortell, 2000</td>
<td>Established to determine hospital culture and associated scope of quality improvement and implementation in hospitals.</td>
<td>Consists of 2 parts Part I: 20 items - Assess hospital culture (Brief Scenarios 100 points) – Group culture: based on norms and values associated with affiliation, teamwork, and participation. – Developmental culture: based on risk-taking innovation and change – Hierarchical culture: reflecting the values and norms associated with bureaucracy – Rational culture: emphasizing efficiency and achievement. Part II: 58 items – Assess quality improvement – Leadership – Information And Analysis – Strategic</td>
<td>Quality, improvement, implementation, hospital quality indicators</td>
<td>Simple Quick High face validity</td>
<td>– Very elaborate and time consuming – Could be used for hospitals with high level quality indicators.</td>
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<td>Organizational Culture Inventory (OCI) – Cooke and Lafferty, 1987; Thomas et al 1990; Seago 1997; Ingersoll et al 2000</td>
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<td>Quality Planning – Human Resource Utilization – Quality Management – Quality Results – Customer Satisfaction</td>
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<td>Quantitative instrument that measures 12 sets of behaviour norms with the following 3 types or factors: Constructive – Passive / defensive – Aggressive / defensive</td>
<td>Identifies behavioral norms related to individual-, group- and system- level criteria of effectiveness</td>
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<td>120 items with 5 point Likert Scale</td>
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<td>OCI was designed as part of a diagnostic system for individual change and organization development. This tool focuses on the process of social construction towards thinking and behaviour towards behaviours expected and rewarded by the organization.</td>
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<td>Harrison’s Organizational Ideology Questionnaire 1975; Ott 1989; Litwinenko and Cooper 1994</td>
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<td>Developed to assess organizational ideology in terms of orientation to power, roles, tasks and individuals</td>
<td>Power orientated, people orientated, task orientated and Role orientated</td>
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<td>20 items with 4 statements in each item in terms of how representative they are of a) the organization b) the respondents own attitudes and beliefs</td>
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<td>Original instrument consists of 86 items and after factor analysis 50 items were included. 5 point Scale ranging from ‘strongly agree’ to ‘strongly disagree’. There was an ‘I don’t know’ option.</td>
<td>Supervision, employer attitudes, role significance, hospital image, competitiveness, staff benefits, cohesiveness, workload</td>
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<td>Supervision, employer attitudes, role significance, hospital image, competitiveness, staff benefits, cohesiveness, workload</td>
<td>Good face validity is widely cited and used</td>
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<td>Hospital Culture Questionnaire – Sieveking, Bellet and Marston 1993</td>
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<td>Developed to capture employees opinion of the organisation under 8 different dimensions</td>
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<td>Nursing Unit Cultural Assessment Tool-Coeling and Smith 1993; Rizzo Gimian and Mersmann 1994; Goodridge and Hack 1996; Seago 1997</td>
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<td>Developed to capture general aspects of nursing culture</td>
<td>Expectations, Behavior, Teamwork, Communication, Satisfaction, Professional commitment</td>
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<td>Questionnaire with Ordinal scale consisting of six subscales</td>
<td>Construct validity</td>
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<td>Practice Culture Questionnaire – Stevenson, 2000</td>
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<td>Developed to reveal aspects of practice culture that may be linked to a resistance to engage with</td>
<td>Attitudes to and engagement with quality improvement (clinical governance) and resistance to change</td>
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<tr>
<td>Questionnaire</td>
<td>Methodology</td>
<td>Dimensions</td>
<td>Validity/Reliability</td>
<td>Notes</td>
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<td>Sue MacKenzie’s Culture Questionnaire, 1995</td>
<td>Used in 4 strategic business units of an NHS trust to survey the organization culture.</td>
<td>76 items, Simple to complete, Respondents expected to tick each statement</td>
<td>Corporate Culture, employee commitment, attitude towards innovations and change, pattern of conflict resolution, management style, leadership, openness and trust, teamwork and cooperation, orientation: action, human resource &amp; consumer</td>
<td>No sufficient data available regarding validity, Have been tested only in one organization</td>
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<td>Survey of Organisational Culture –Robert Tucker, Walt McCoy and Evans 1990</td>
<td>A qualitative study to identify unique dimensions of organizational culture among leaders.</td>
<td>Multi scale survey</td>
<td>Corporate culture, usefulness to professional managers, feasibility, adequacy</td>
<td>Better validity and reliability, Only a qualitative approach, Large-scale assessment, Tool has to be purchased (Copyright)</td>
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<td>Corporate Culture Questionnaire- Helen Walker, Gillian Symon and Bryn Davies 1996</td>
<td>It is a quantitative approach published by Saville and Holdsworth Limited in the United Kingdom to find out the reliable quantitative information about an organization’s culture by comparing various tools</td>
<td>21 dimensions were assessed</td>
<td>Four principal domains: Performance, Human resources, Decision making and Relationships</td>
<td>Consensual validity, This tool was focused on employee’s perception about their job and satisfaction towards it.</td>
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<td>Core Employee Opinion Questionnaire Buckingham, M. and Coffman, C. 1999</td>
<td>This tool was developed to identify employee perception towards quality of management practices</td>
<td>13 items were assessed</td>
<td>Customer satisfaction/loyalty, Profitability, Productivity, Turnover</td>
<td>High face validity, Assesses only limited no. of cultural dimensions, Limited to perception of managerial practices</td>
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<tr>
<td>Hofstede’s Organizational Culture Questionnaire, Geet Hofstede, 1990</td>
<td>This tool analyzes cultural traits of an organization.</td>
<td>6 dimensions</td>
<td>Process-oriented versus results-oriented, Employee-oriented versus job-oriented, Parochial versus professional, Open system versus closed system, Loose versus tight control, Normative versus pragmatic</td>
<td>No sufficient data available regarding validity, Not widely used in English-speaking countries, Tool has to be purchased (Copyright)</td>
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</tbody>
</table>

Sue MacKenzie’s Culture Questionnaire, 1995

Survey of Organisational Culture –Robert Tucker, Walt McCoy and Evans 1990

Corporate Culture Questionnaire- Helen Walker, Gillian Symon and Bryn Davies 1996

Core Employee Opinion Questionnaire Buckingham, M. and Coffman, C. 1999

Hofstede’s Organizational Culture Questionnaire, Geet Hofstede, 1990
Organizational Culture Survey, Daniel R. Denison, 1995

- This tool aimed to identify the adaption process of an organization towards a specific culture traits in predicting the organization performance and effectiveness
- 60-item instrument
- No sufficient data available regarding validity
- Filled instrument to be sent to a scoring center for results

Organizational Culture Assessment Instrument (OCAI), Kim Cameron and Robert Quinn

- This tool was developed based on Competing Values Framework which consists of four types of organizational culture.
- It is a validated research method to examine organizational culture.
- Consists of 6 dimensions
  - Dominant Characteristics
  - Organizational Leadership
  - Management of Employees
  - Organizational Glue
  - Strategic emphases
  - Criteria of success
- Each dimension has 4 alternatives
  A = Clan
  B = Adhocracy
  C = Market
  D = Hierarchy
- Better validity and reliability
- Instrument used by numerous researchers
- Model is still in practical use today
- Quick and easy to assess

Description of OCAI

OCAI questionnaire examines the predominant organization culture of any given organization by describing its shared values, norms and common approaches to work (Brody 2014). The questionnaire is administered among the employees of the organization to identify the organizational culture and the classify the findings under four factor model against Internal Vs. External and Flexibility Vs. Stability. The questionnaire consists of 24 questions classified under 6 dimensions such Dominant Characteristics, Organizational Leadership, Management of Employees, Organizational Glue, Strategic emphases and Criteria of success. Each dimension consist of 4 statement wherein the respondents are asked to rate their organization as a whole for “Now” and “Future” by providing appropriate value totaling to 100 points. The respondents are expected to give score for each components while thinking of the organization culture as it is NOW and should be in the FUTURE in order for it to be highly successful. The respondents are requested not to use decimals while scoring the questionnaire. The interpretation of the tool classifies an organization into 4 broad culture types such as:

1. **The Clan Culture**
   - A pleasant place to work where people share their personal information. In short, family type organization.
   - The leaders or heads of the organization are looked upon as mentors of their employees.
   - The organization gives importance to loyalty and tradition.
   - Commitment level is high.
   - Organization highlights the long-term welfare measures and gives importance to unity and morale.
   - Organization emphasis on concern for people and importance to customers.
   - Organization gives weight age to teamwork, participation, and consensus.

**Leader Type**: Facilitator, Mentor, Team Builder

**Value Drivers**: Commitment, Communication, Development.

**Theory for Effectiveness**: Human development and participation produce effectiveness.

**Quality Strategies**: Empowerment, team building, employee involvement, Human Resource development, open communication (Kim Cameron and Robert Quinn, 2012)

2. **The Adhocracy Culture**
   - A dynamic, entrepreneurial, and creative place to work where employees are willing to take risk.
   - Leaders are innovators and risk takers.
   - The organization is commitment to research and innovation.
   - The emphasis is on being ahead of other competitors.
   - The organization’s long term emphasis is on development and attaining new innovations.
• Organization count success on producing unique and new products or services
• Organization gives importance to be a product or service leader.
• The organization encourages individual initiative and freedom

Leader Type: innovator, entrepreneur, visionary.
Value Drivers: Innovative Outputs, Transformation, and Agility.
Quality Strategies: surprise and delight, creating new standards, anticipating needs, continuous improvement, finding creative solutions. (Kim Cameron and Robert Quinn, 2012)

3. The Market Culture
• A result-oriented organization and ensure work is done where people are competitive and goal-oriented
• Leaders are hard workers, creators, advanced, tough and demanding.
• Organization focuses on overall goal of winning.
• Reputation and name are common concerns
• The organization’s long term emphasis is on competitiveness and attainment of forecasted goals and targets
• Organization count success on attaining highest market share and penetration
• Competitive rates and advanced leadership are important
• The organizational style is aggressive and ambitious.

Leader Type: hard driver, competitor, producer
Value Drivers: market share, goal achievement, profitability
Theory for Effectiveness: aggressive competition and customer focus produce effectiveness.
Quality Strategies: measuring customer preferences, improving productivity, creating external partnerships, enhancing competitiveness, involving customers and suppliers. (Kim Cameron and Robert Quinn, 2012)

4. The Hierarchy Culture
• A very formalized and structured place to work where people give importance to span of control.
• Procedures and policies controls the work flow
• Leaders are well organized and good coordinators and emphasis on efficiency mindedness.
• Smooth-running of organization is given vital importance.
• Well derived rules, regulations and policies is the unique style of the organization.
• The organization’s long term emphasis is steadiness, effective performance and smooth functioning
• Organization count success on dependable delivery, clear scheduling and low cost
• Importance is given to job security, proper planning and uniformity.

Leader Type: Coordinator, Monitor, Organizer.
Value Drivers: Efficiency, Punctuality, Consistency and Uniformity.
Theory for Effectiveness: control and efficiency with appropriate processes produce effectiveness.
Quality Strategies: error detection, measurement, process control, systematic problem solving, quality tools (Kim Cameron and Robert Quinn, 2012)

Based on the available literature, it is found that the OCAI tool seems to be advantageous while comparing to other tools available to determine organization culture. Additionally, the OCAI is also based on the theoretic CVF which is an added advantage comprising the goodness of two validated scientific tools.

2. Conclusion
It is evident from this paper that the questionnaires selected by the researchers’ plays an important role in the quantitative analysis of organizational culture. Few key requirements for an accurate and standardized questionnaire are to:
• Address suitable psychometric standards of consistency, reliability and validity
• Assess what it intend to assess i.e organization culture
• Assist managers/leaders in predicting certain features of organizational behavior and contribute in organization development.

The overall findings from this research paper states that OCAI consists of psychometric properties and could be considered as a scientific tool to assess organizational culture.
3. Reference


6. Kim S. Cameron and Robert E. Quinn, 2006, Diagnosing and Changing Organizational Culture : Based on the Competing Values Framework

7. Kim Cameron and Robert Quinn, 2012, Organizational Culture Assessment Instrument Online report


10. Stevenson Keith & Richard Baker (2005), Investigating organisational culture in primary care, Quality in Primary Care, Radcliffe Publishing.

