

THE CULTURE ASSESSMENT OF THE SZÉCHENYI ISTVÁN UNIVERSITY AND THE STRUCTURAL TRAINING OF PROFESSORS AND LEADERS IN 2010-2012 BUILT ON THE ASSESSMENT.

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ABSTRACT

The Széchenyi István University is the first Hungarian higher educational institution where modern organisational diagnostic tools were applied in 2010-2012. The aim of the research and development was to create a modern academic organisation which is able to meet the XXI. Century expectation, as well as to have professors of advanced methodological skills teaching on high quality level at the university. In 2010 a standardised integral culture assessment was carried out. Then, using the method of the competency development centres, skills and competencies of professors and researchers were specified. Based on the assessment professors attended on individual skills development training in 2010-2012.

The Széchenyi István University was the first of the national educational institutions, where valid culture assessment was applied.

Keywords: higher education, organisational culture, competence assessment

1. OBJECTIVES: THE GOAL OF THE RESEARCH

The educational quality of a University relies on professors of teaching on high quality level. The quality demand of a University sets the target of having and acquiring the actual skills, competences to meet the XXI. Century expectation for the employees to guarantee the continuous development and the existence of up-to-date knowledge. The indispensable key competences are associated with the professors' extant professional and educational competencies. These competencies are general and independent from professional knowledge that make any position easily hold for them. Therefore the human resource of the University needs to be developed and diagnosed continuously. Moreover the University's culture needs to be assessed inside the framework of this process.

Not only did the Széchenyi István University carry out and develop an assessment on both the skills and competencies of the individual professors and researchers in 2010-2011 but also it was the first among the national and European educational institutions, where valid culture assessment was applied to meet the XXI. Century expectation.

1.1. The process of research-development

There have been 2 assessments

- I. Phase: Organizational assessment
- II. Phase: Individual assessment

This multiple assessment adapts the needs of the employees of the organization to the

strategic changes of the University and makes the vital roles of individuals real to gain the desired changes. This kind of consciousness becomes important in terms of the changes of the Hungarian economic and educational area in attainment of the University development.

The chronology of research-development:

- 2010. October- December assessment - preparation –Culture assessment based on Human Synergistics (HS) method and (survey)
- 2011. January - Feedback based on Human Synergistics (HS) method
- 2011. February-March - Professors' competence assessment based on Development Centre – DC method
- 2011. March-September leader and professors' skills and cooperation trainings
- 2011. October closing of research development project

2. METHOD: ORGANISATIONALCULTURE ASSESSMENTBY HUMAN SYNERGISTICS(HS) METHOD

The Human Synergistics International is world leader in developing statistically valid and reliable measuring tools that are capable of the measurement of individuals, groups and organizations' effectiveness.

Culture can be defined as a deepest structure of an organisation. It is seen on the surface and it is meant below the organisational culture which regarded as the middle layer. Assessing it objectively by using data and making it visible is a hard, difficult task. Thanks to the research in work psychology, social psychology, sociology, organisational and management sciences in the past few years where the results enabled us to try to consult about culture of an organisation. The meaning of culture can be lead to long philosophical debate since we can refer to it in general or in terms of an age and community. Now in this paper we mean by culture: the totality of a given community's norms, values, behaviour in personal relations or rather the views, believes of it. The process of changing it is slow and difficult. Its influence on the life of the organisation is more extensive and defined then the working structure.

Next to the human behaviours that appear on the organisational and working level there is always a well founded cultural level and its influence. This means that for a deep and radical change interference needs to be generated on the cultural level.

The method of Human Synergistics assesses and maintains on different levels for the organizational changes. The different tools are based on the same models to make the results comparable. The surveys - Organizational Culture Inventory OCI and Organizational Effectiveness Inventory OEI - used in the Széchenyi István University were to measure the global organisational culture and the components of the process of actual state of culture's evolution.

2.1. Human Synergistics:the process of culture measurement

The participants completed 3 online Human Synergistics questionnaires. They got the first one (Ideal Organisational Culture Inventory OCI) on 21st of October in 2010. From the 96 participants 81participants sent it back in time. The second and the third questionnaires (current Organizational Culture Inventory OCI and the Organizational Effectiveness Inventory OEI) were given to them on 29th of October. The filling rate was worse at the first questionnaire, 78 and 71 people sent them back in time, although it fits into the international filling rate.

The results of the survey were processed in 6 one-day tutorial and 1 two-day leader feedback workshop.

2.2. OCI - Organizational Culture Inventory

Table 1. two styles of culture of Human Synergistics

Constructiveculture - Proactive	Defensiveculture-Inactive/Reactive
<ul style="list-style-type: none"> • Strengthens personal achievements • Shows values 	<ul style="list-style-type: none"> • As you are seen is more important than what you do • Aim is to keep up status quo

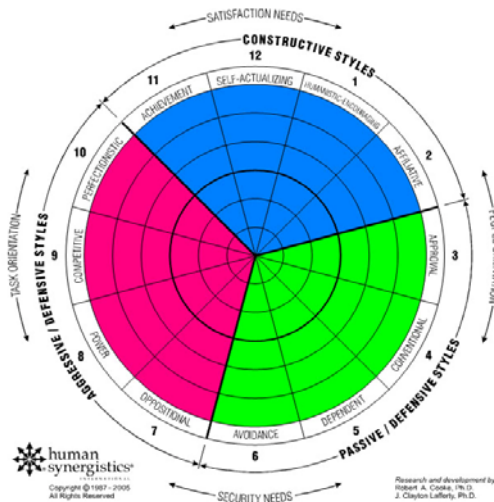


Figure 1. OCI - culture inventory

The survey contents 120 statements (range from 1-to 5). 12styles and 3 clusters are made from these:

constructive	passive-defensive	aggressive-defensive
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Organizational Culture Inventory's results are displayed on the Circumplex which is a pictorial representation of a particular domain

The interpretation of the 3 clusters, its styles and properties

Communication is open and free from distortion
 Employees are encouraged to make decisions and take the responsibility for them.
 Achievement and gain of the goal are in focus
 Styles:



- Achievement
- Self-Actualizing
- Humanistic-Encouraging
- Affiliative

Figure 2. Constructive culture



Negatively impact long term success blocks the organisation's long term strategy and tactics elaboration
Often bureaucratic.

The styles represent self-protecting thinking and behaviour that promote the fulfilment of security needs through interactions with people.

Styles:

- Approval
- Conventional
- Dependent
- Avoidance

Figure 3. Passive/Defensive culture

The employees aggressively approach their tasks to maintain their status/ position and security.



Styles:

- Oppositional
- Power
- Competitive
- Perfectionist.

Figure 4. Aggressive/Defensive culture

The Circumplex representation enables to compare the data from the organisation with the results of the organisational subparts and participants. The 'raw' points are transformed into percentages. The bold line at the centre of Circumplex represents the 50th percentages.

3. THE RESULTS OF ORGANISATIONAL CULTURE ASSESSMENT

Representation of Current Organisational Culture from the 77 respondents' answers in a circumplex diagram.

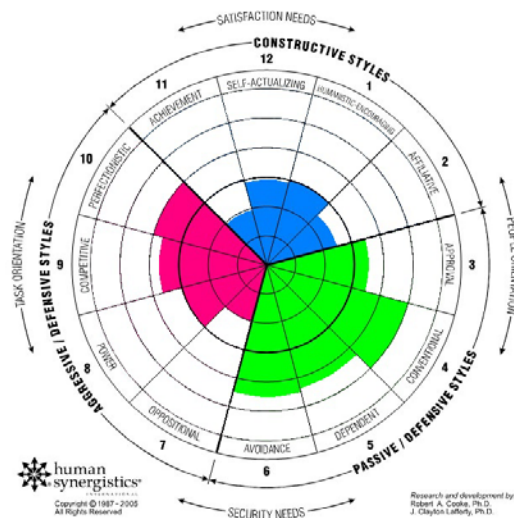


Figure 5. current culture (N=77)

At first what outstanding from the diagram is: the green cluster is far higher with the most styles of defensive cluster (conventional, dependent, avoidance) than the central thickened circle (average). From the Aggressive/Defensive style, 'Perfectionist', and 'Competitive' are prominent too. 'Achievement' and the 'Affiliative' styles from the Constructive cluster moreover the 'Oppositional' style from Aggressive/ Defensive cluster are below the average. The 'self-actualising', 'Power' and 'Humanistic-Encouraging' styles resulted average as expected. Large deviation can be seen- it means the respondents' opinions differ in certain questions

Primary style: Conventional

Table 2. Statements

statements	scores	H.A*	Diff.
Accept power relations	3.62	1.54	2,08
Adapt to the environment	3.99	2.21	1,78
Do not raffle any feathers	3.52	1.83	1,69
Adapt	3.84	2.44	1,40
Take the rules prior to ideas	2.97	1.61	1,36

Secondary style: Avoidance

Table 3. Statements

statements	scores	H.A*	Diff.
Not be taken into emotionally	2.88	1.34	1,54
Make rather popular than necessary decision	2.60	1.35	1,25
Stay calm and wait in crucial stage	2.45	1.36	1,09
Not to be told off for the problems	2.66	1.57	1,09
Wait for others to take a step	2.35	1.38	0,97

* Historical average

Representation of Ideal Organisational Culture from the 81 respondents' answers in a circumplex diagram

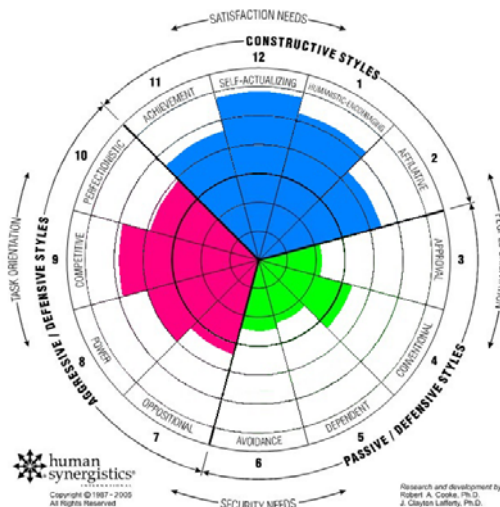


Figure 6. Ideal culture (N=81)

Table 4. Statements of ideal culture I.

Ideal culture (the highest scores– mostly wanted)		
Achievement	Be provident and plan	4.68
Achievement	Before decides to act think over the possible options	4.62
Self-Actualizing	Enjoy the work	4.57
Humanistic-Encouraging	Help others to develop	4.53
Affiliative	Have good relational skill	4.52

Table 5. statements of ideal culture II.

ideal culture(the lowest scores – the least wanted)		
Conventional	To avoid conflict say everybody different things	1.26
Avoidance	Procrastinate things to be done	1.27
Avoidance	Parry responsibility onto others	1.32
Oppositional	Oppose new ideas	1.33
Avoidance	'Stay silent ' in critical situation and wait	1.44

4. SUMMARY

Instructive results have been by the survey:

- there is a profoundly passive/defensive culture in the University
- inside the aggressive/defensive style perfectionism is prominent
- the division of employee leverage and involvement is not efficient
- downward communication is unsatisfactory
- key deficiencies:
 - evaluation, feedback
 - confrontation
 - professional self-respect, appreciation

Now the Széchenyi István University's directions of development have been made along three factors:

- Improvement of upward, vertical communication
- Improvement of horizontal communication, information, community's inside marketing
- Structural professors' trainings

5. REFERENCES

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