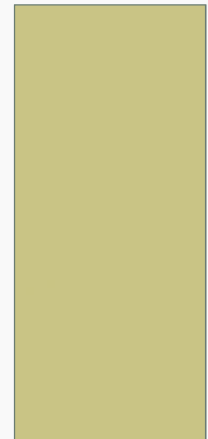


EXAMINING THE
CORPORATE CULTURE OF
HIGHER EDUCATION
INSTITUTIONS IN WEST
AFRICA: A STUDY OF
UNIVERSITY OF CAPE
COAST, GHANA

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CHANGING DYNAMICS IN HIGHER EDUCATION

- Transition from elite to mass education
- Growing stakeholder intrusion
- Globalization
- Quality of education
- Dwindling financial support
- Restricted autonomy of universities
- University ranking systems
- All these and many more have led to a perceived turbulence in the higher education terrain

SURVIVAL STRATEGIES

- Ongoing discourses about innovative ways to maintain relevance of higher education in the 21st century
 - administrative reorganisation
 - benchmarking
 - increasing access
 - harmonization of academic programmes across West Africa
 - improving quality
 - internationalisation
 - increase fundraising and research

MISSING INGREDIENT?

- The attitude of higher education institutions to implement these survival initiatives:

CORPORATE CULTURE

- **RESEARCH PROBLEM:** the seeming neglect of the role of corporate culture as a promoting factor or inhibiting factor towards innovation drive to calm the perceived turbulence
- **PURPOSE:** to provoke discussion on the crucial role of corporate culture in higher education governance and describe the corporate culture of University of Cape Coast from employee's perspective

THE CONCEPT OF CORPORATE CULTURE

- Under the wings of organisational behaviour is viewed as a new management approach in understanding organisations and the events that occur.
- Definition: integrated pattern of human behaviour in organisation e.g. thought, speech, action and artifacts (shared assumptions)
- It thrives on the capacity to learn and transfer these assumptions to succeeding generation of employees

THEORETICAL PERSPECTIVES

- Berquist (1992) archetypes of institutional culture
- Harrison and Stokes (1992) corporate culture models
 - power culture
 - support culture
 - achievement culture
 - role culture

METHODOLOGY

- Scope: Employees of University of Cape Coast
- Research design: cross-sectional survey
- Target population: 2045 (senior members and senior staff)
- Sample size: 328
- Data analysis: descriptive statistics and inferential statistics

RESULTS

- **Staff perception of the corporate culture of the University**

Table 1: Staff Perception of the Existing Corporate Culture of the University

Features of Existing Corporate Culture	Mean	Std. Dev.
Support culture	2.882	.641
Role culture	3.784	.479
Achievement culture	3.498	.732
Power culture	3.528	.596
Overall existing corporate culture	3.473	.357

RESULTS CONT'D

- **Table 2: Preferred Corporate Culture by Staff of UCC**

Corporate Culture	Mean	Std. Dev.
Support culture	3.962	.529
Role culture	4.010	.453
Achievement culture	4.296	.421
Power culture	2.524	.770
Overall preferred corporate culture	3.698	.336

IMPLICATION/RECOMMENDATION

- Preference for Achievement Culture type projects a limitation in the perceived existing culture
- The current gradual financial withdrawal of the government is a good sign for the adoption of a more proactive culture
- The need to reorient the senior staff category to have a more positive attitude

CONCLUSION

- corporate culture has been identified as a key in promoting or inhibiting change efforts.
- The study found that role culture orientation is widely shared and dominates institutional practices in UCC.
- The study found that senior members have a more positive perception of the organisational culture.
- Finally employees of UCC preferred a more proactive culture.



THANK YOU

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