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DETERMINING THE DOMINANT ORGANISATIONAL CULTURE OF THE QUANTITY SURVEYING FIRMS IN KADUNA.

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Abstract

Currently, the organisational culture (OC) is treated as the key driver in making decisions in organisations and as a critical determiner of their effectiveness. Due to the lack of studies in OC assessment in Nigeria and particularly in Quantity Surveying firms (QSFs), this study aimed to assess the dominant OC type based on the Competing Values Framework (CVF). A quantitative research approach was selected. The study's target population was 40, which represents all registered quantity surveying firms practising in Kaduna State. A survey approach and a purposive sampling method were used to collect the data; while the sample size was 28. Organizational Culture Assessment Instrument (OCAI) was adopted to diagnose the organisational culture of QSFs in Kaduna state. The study results were plotted on a graph using the Radar Chart. The perceived current and preferred dominant OC types were assessed, and actions were proposed. The results established that the perceived current dominant OC of the QSFs was ADHOCRACY culture, while the preferred dominant OC was MARKET culture. This article concludes by providing an understanding of the perceived current and preferred dominant OC types for QSFs in Kaduna state. This contributes to the body of knowledge with the areas of OC type and dimensions to be addressed for Quantity surveyors, Academia, and other stakeholders to improve their firm's productivity and cost-effectiveness.

Keywords : Organisational Culture, OCAI, CVF

Introduction:

Organisational culture (OC) is now widely regarded as a primary determinant of a company's effectiveness and a crucial driver for making decisions (Saleh & Selma, 2018). As a result, a few executives have recently begun to investigate the cultural and social components of their organisations, such as organisational culture, to find a solution to their current worker turnover problems and improve their productivity

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(Rehman *et al.*, 2018). As a result, when an organisation's cultural values are similar to the beliefs and values of its employees, performance can be improved (Ludolf *et al.*, 2017).

Phamthi, Ngo, Duong, & Pham (2021) did a study to determine the impact of organisational culture on job satisfaction and organisational commitment among employees in Vietnam's small and medium-sized businesses. The findings revealed that the five elements of organisational culture have a beneficial impact on employee happiness and that job satisfaction has a significant impact on organisational commitment.

According to Olanipekun, Aje & Abiola-Falemu (2013), OC has an impact on quantity surveying business performance in the areas of reward, stability, competitiveness, and performance orientation. Their study concludes that focusing on organisational cultures that improve performance can help quantity surveying organisations become more efficient and achieve long-term success. OC can be the source of both failure and success (Schmiedel & vom Brockehors, 2012). As a result, knowing an OC type is beneficial because organisational success is dependent on how well the OC matches the demands of the competitive environment.

To sustain competitiveness and increase performance, QSF's management has been active in mergers, service diversification, and building consortiums with allied and non-allied professions in Nigeria (Olanipekun, Aje & Abiola-Falemu 2013). Despite this attempt at performance, professionals and academics such as Aliyu (2011), Kawu (2011), and Oyediran (2011) continue to demand better QSF performance, proving that it is substandard. Due to the inability of these performance goals to produce the desired results, it is required to take a different approach to performance challenges by understanding QSFs as organisations with qualities that are essential to organisational success and performance. Organisational culture (OC) is one of these features (Olanipekun, Aje, and Abiola-Falemu 2013).

QSFs have additional hurdles, the majority of which jeopardise their existence, growth, and success (Frei & Mbachu 2013). Inability to give value to clients due to low-value management knowledge (Bowen et al. 2010) and limited dissemination of services rendered among clients due to poor marketing are two main issues that QSFs face globally (Pheng & Ming 1997). The problems of QSFs in Nigeria can be summarised as identification and organisational-related issues,

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both of which may have contributed to the country's unimpressive current delivery of Quantity Surveying practice (Onwusonye 2013).

There is very little related research that focuses on OC in the literature. Most of this study examines the impact of OC on various social phenomena in construction enterprises across the country. Company effectiveness (Hong Kong) is covered by Coffey (2003), knowledge exchange is covered by Issa & Haddad (2008), and leadership is covered by Giritli et al. (2013). (Turkey). In construction and architectural organisations, Oluwatayo, Amole & Adeboye (2014) and Albayrak & Albayrak (2014) only assess OC in descriptive terms. Olanipekun, Aje, & Abiola-Falemu (2013) also investigate the impacts of OC on QSF performance in Nigeria. While Olanipekun (2012) did a similar analysis for QSFs in Lagos state. Studies that examined the OC of QSFs in developing nations, notably in Nigeria, are rare, so this study explores that context. Its goal is to assess the dominant OC type in QSFs as perceived by quantity surveyors and to provide an answer to the following research question. What are the perceived current dominant OC type and preferred OC in Kaduna state's QSFs?

Literature review:

Concept of OC

The philosophical conceptualisations of culture are mainly between functionalist paradigms (culture as a variable), and non-functionalist paradigms (culture as a metaphor) are the most common philosophical approaches to culture (Gajendran & Brewer, 2012; Gajendran et al., 2012). The functionalist organisational culture (OC) paradigm sees culture as a variable that can be consciously manipulated and controlled to solve organisational problems (Olanipekun, Aje & Abiola-Falemu, 2013).

Many academics have been interested in the topic of organisational culture (OC) throughout the last few decades (Saleh & Selma, 2018). Despite several research on the topic of organisational culture, there is no consensus on a single definition because multiple perspectives on the concept exist. National culture, which invisibly surrounds many procedures in the organisation since it characterises people's values and beliefs and regulates the practice of organisational activities, is the foundation of OC (Peretz & Fried 2012). Most organisational members see OC as a distinct collection of the highest values, standards, basic beliefs, and behavioural norms (Fanxing et al., 2016).

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Organisational culture is defined by Harry (2014) as an organisation's "personality, a pattern of shared underlying assumptions, values, beliefs, and standards of behaviour that form in an organisation to fulfill its mission and address its challenges." When a group solved challenges of external adaptation and internal integration, they learned essential assumptions that worked well enough to be regarded as true. They were eventually conveyed to prospective members as the proper way to perceive, think, and feel about such issues (Acar, 2012). Values, rules of conduct, team consciousness, working style, sense of belonging, and other aspects of culture may be implicitly or openly embodied in group consciousness. Individual behavioural expressions and styles of thought are also included in consciousness (Fanxing et al., 2016).

OC are principles and symbols that all members of an organisation understand and follow (Suharno, Purwanto & Rachmad, 2017). This culture is unique to the company and serves as a differentiator (Suharnomo & Maria, 2011). OC is a set of values that all members believe in. It is researched, tested, and designed as an adhesive system to help the company achieve its goals (Raf et al., 2014). According to Robbins & Judge (2013), a company's members have two sorts of OC:

I. The dominant culture symbolises the values shared by most of its members and gives the company its distinguishing traits; and

II. The subculture, which is a mini culture that emerged from various departments and different geographical areas.

The most acceptable frameworks for measuring OC features should be founded on empirical evidence; in other words, they must be valid and should be able to incorporate and organise most of the dimensions being presented (Saleh & Selma, 2018). The Competing Values Framework (CVF) was used to examine organisational culture in this study. The CVF is based on two key efficacy aspects, the first dimension emphasises the internal vs external focus of the organisation, while the second differentiates between stability and control, and flexibility and discretion (Cameron & Quinn, 2006). As shown in Figure 1, these two dimensions combine to form four quadrants, each reflecting a primary type of organisational culture. The goal of employing the CVF as shown in Figure 1, is to use a framework that was empirically created and found to have both face and empirical validity, as well as to help integrate many of the dimensions offered by other authors (Cameron & Quinn, 2006). In organisational culture research, the CVF is

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one of the most influential and widely used models (Yu & Wu, 2009). These four quadrants are further discussed in the next section.
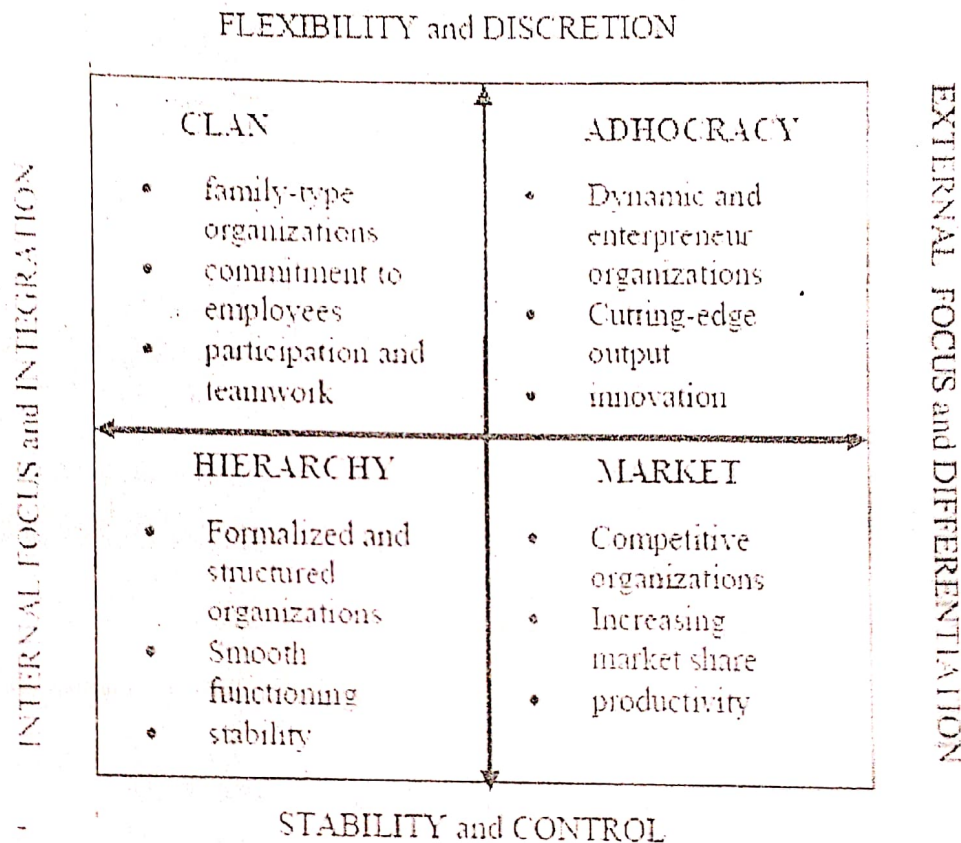

Figure 1. The Competing Values Framework (Cameron and Quinn, 2006)

The clan culture

The "Clan (Collaborate) Culture" is labeled in the upper left quadrant of Figure 1 (internal emphasis and integration-flexibility and discretion) and appears more like an extended family than an economic unit (Cameron & Quinn, 2006). Teamwork, employee involvement initiatives, corporate dedication to employees, long-term rewards of individual development, and high cohesion and morale are all common characteristics of clan-type businesses. It is characterised by a congenial place to work where people share a lot of themselves, according to the Organization Culture Assessment Instrument (OCAI). Leaders are looked up to as mentors and even parents (Saleh &, Selma, 2018). Loyalty and tradition hold the organisation together. The level of commitment is high. The clan culture is marked by shared

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values and goals, a sense of community and mutual aid, and a focus on employee empowerment and development (Yu and Wu, 2009). According to the findings of an empirical study, the most helpful culture types for individuals ready for change (IRFC) are group culture (clan) and adhocracy culture (Haffar, Al-Karaghouli, and Ghoneim, 2014). According to a similar study by Saleh & Selma (2018), the clan culture with the highest mean scores is the dominant form of culture.

Adhocracy (Create) Culture

The adhocracy culture (external focus and differentiation-flexibility and discretion) is in the upper right quadrant of the competing values framework and assumes that adaptation and innovation lead to new resources and profitability, so the emphasis is placed on creating a picture of the future, organised anarchy, and disciplined creativity (Cameron & Quinn, 2006). According to Murphy (2011), quantity surveying businesses are professional service firms in the construction sector, and as such, they are not immune to perception bias, either within the firms or on matters outside the firms. Furthermore, Alisir & Meliha (2008) found that the company's current culture is a hierarchical culture, and the least viewed current culture is adhocracy, in a study to determine an innovative organisational culture at a Turkish firm. They indicated that the current culture of the organisation is one of hierarchy, with adhocracy being the least well-liked. Employees picked "Clan" as their preferred organisational culture, followed by Adhocracy.

The Hierarchy Culture

The lower left quadrant's organisational culture (internal emphasis and integrationstability and control) is defined by a formalised and structured place, and procedures to govern what people do and how to make the organisation stable, predictable, and efficient throughout time (Saleh & Selma, 2018). Effective leaders are excellent organisers and coordinators. Maintaining a well-functioning organisation is critical. Stability, predictability, and efficiency are the organisation's long-term goals. The organisation is held together by formal rules and policies (Cameron and Quinn, 2006). A clear organisational structure, standardised rules and procedures, strong control, and welldefined responsibilities are all part of the hierarchy culture (Yu and Wu, 2009). Quantity surveying firm structures in Malaysia are still built on hierarchical and bureaucratic procedures (Nor and Egbu, 2009), which signal differences in the behaviours and perceptions of persons within hierarchies. The organisational hierarchy, according to Olanipekun et al. (2013), is one of the intriguing boundaries

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inside an organisation that can be differentiated is the organisational hierarchy. Hierarchy is also thought to play a function in determining organisational members' perspectives (Olanipekun, 2013). As a result, hierarchical perception in organisations relates to how employees across various ranks and hierarchies within an organisation feel about issues. Perceptions across hierarchical levels in an organisation can result in a variety of issues. OC, as a societal phenomenon, appears to be one of these concerns. In his investigation, Lamond (2003) observed disparities in the executives, supervisory, and non-supervisory hierarchies in a major tertiary hospital in Australia in the study of the impact of hierarchical levels on employee perceptions of organisational change.

A market culture

The "Market (Compete) Culture" quadrant (external focus and differentiation—stability and control) is focused on market transactions with other constituencies to generate a competitive edge (Fanxing Meng et al., 2016). It's a results-oriented workplace, as assessed by the OCAL. Leaders are producers and competitors who put in long hours (Saleh & Selma, 2018). The emphasis on winning is the glue that holds the organisation together. Competition for activities and accomplishing long-term goals and targets is a long-term concern. Market share and penetration are used to measure success. It is critical to stay ahead of the competition and preserve market leadership (Cameron and Quinn, 2006). Instead of internal management, the market culture concentrates on transactions with the external environment (Yu & Wu, 2009). An organisation's success is frequently measured in terms of its growth, favourable market position or market share, competitiveness, and profitability.

Dimensions

Many scientific investigations have found a link between organisational efficiency and some aspects of culture. According to writers like Ahmed and Shafiq (2014), Serpa (2015), and Ludolf et al. (2017), organisational qualities including performance, productivity, quality, commitment, and behaviour are influenced by culture. The culture profile will also be valuable in determining which leadership qualities are most valued, which behaviors are most likely to be recognised and rewarded, and which management methods are favoured (Cameron & Quinn, 2006). Furthermore, shared values assist organisations in anticipating employees' reactions to a specific job, procedure, or strategy, which can help the organisation avoid unintended effects (Hofstede, 2011). The university's cultural profile was

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revealed to be made up of clan, market, and hierarchy cultures (Saleh & Selma, 2018). Furthermore, for the following dimensions: dominant characteristics, organisational leadership, and management of employees, the findings demonstrated a statistically significant difference between the clan (dominant) and the other three culture types (Saleh & Selma, 2018).

Several academics agree that one of the most essential aspects influencing a company's performance is leadership (Ooi, 2014). The role of leadership and top management support in supporting the practices and behaviours that lead to the formulation of quality goals, resource allocation, quality performance review, and quality improvement is believed to be critical (Barouch et al., 2016; Alidrisi & Mohamed, 2012). To achieve innovative and competitive performance, a firm's leader is also responsible for cultivating the appropriate environment and culture for innovation. As well as cultivating the innovation process, quality, financial management, and aligning the current strategy with the innovation strategy (Frolova et al., 2015).

The development and subsequent deployment of strategies to strengthen ties with customers, suppliers, and business partners is referred to as strategic planning (Baird, Hu, & Reeve, 2011). It includes creating vision/mission statements, quality policies, quality control, and other management tools, among other things (Ahmad & Elhuni, 2014). Appropriate strategic quality planning methods will enhance product quality and, as a result, customer satisfaction (Cheung & To, 2010).

Assessment of Organisational Culture

Cultural frameworks offered by Cameron and Quinn (2005), Denison and Spreitzer (1991), Hofstede (1984), and Schein (1984) are only a few examples (1990). However, Cameron & Quinn's (2005) CVF appears to be the best fit for examining culture in the context of inter-project knowledge transfer. It was tested in the Australian environment (Lamond, 2003) and investigated from the standpoint of knowledge management (Gray & Densten, 2005; Keskin et al., 2005; Fong & Kwok, 2009).

Saleh & Selma (2018), one of the reasons for CVF's popularity is because it makes use of one of the few established and simple quantitative approaches for assessing culture. Cameron & Freeman (1991) and Quinn & Spreitzer (1991) developed the "Organizational Culture Assessment Instrument (OCAI)" to assess organisational culture. The following aspects are used by OCAI to assess culture: dominating characteristics, organisational leadership, management employees, organisational glue, strategic emphases, and success criteria (Zhang Mian, LI Hai, WEI Jun 2008).

Research Methodology:

Approach and sample

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In addressing the research question, what is the perceived current dominant type of OC and the preferred type of OC in QSFs practicing in Kaduna state? A quantitative research approach was chosen for this study. The target population of the study was 40, which represents all registered quantity surveying firms practising in Kaduna State as obtained from the Nigerian Institute of Quantity Surveyors (NIQS) Directory. The data was collected using a survey approach and a purposive sampling strategy. Respondents were informed that their participation in the survey was voluntary and that it was part of an academic investigation. All respondents were assured of the anonymity of their submitted surveys. Principal quantity surveyors, senior quantity surveyors, and probationers working in QSFs in Kaduna state are among the respondents.

Data Collection

Cameron & Quinn's (1999) OCAI was used to assess the organisational culture of QSFs in Kaduna state. This is supported by the fact that nearly 10,000 organisations in nearly every sector (e.g., business sector, public sector, education, health care, new start-ups, NGOs) now use the OCAI (Cameron, 2004). The measure consists of six questions that primarily characterise the six components of organisational culture: dominating traits, organisational leadership, management of employee, organisational culture, organisational clues, strategic focus, and success criteria (Cameron & Quinn, 1999). The respondents completed the instrument twice.

The survey's first question asked participants to rate their organisation's culture. The OCAI is divided into six dimensions, each of which includes four options. It uses an ispative approach to answering, as opposed to the more conventional Likert approach. Each dimension has 100 points, and respondents were asked to split 100 points among the four alternatives based on how similar each alternative is to their organisations (Zhang, LI Hai & Wei, 2008).

There are four options for each question. Divide 100 points among these four options, based on how similar each one is to your company. Given the option that is the most like your company a higher score. In question one, for example, if you believe alternative A is quite like your company, alternatives B and C are also relatively similar. Alternative D bears little resemblance to Option A. You may assign A 55 points, B and C 20 points, and D 5 points. Just make sure your total for each question is 100 points. It's worth noting that the first questionnaire is labeled " Now." This term refers to the current dominant cultural type as it exists today. The questions will be repeated under the " Preferred " category after you

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finish the "Now." Your responses to these questions should be based on how you want the company to look in five years. The underlying organisational culture can be discovered by having people of the organisation reply to questions about these organisational cultures (Cameron, 2004).

Data analysis

The researchers gave 40 questionnaires to the participants and received 32 responses. There were 28 valid responses left out of 32 surveys gathered, equating to a 70 percent effective response rate and representative of several QSFs within Kaduna state. The data from the questionnaire was transferred to an Excel spreadsheet so that it could be analysed more easily. The average of all the respondents' responses was used to create the overall company profile. The total firm profile was then translated to an Excel spreadsheet graph. Both perceived and preferred cultures' profiles were established.

Results and Discussions

Results and Discussions on the Demographic Information on Respondents

Table 1 presents the ranking of respondents from the survey. The findings revealed that 54.0% of the respondents were principal partners, while 29.0% and 18.0% were junior quantity surveyors and senior quantity surveyors respectively. The table shows that 11% of the respondents had 11–15 years of experience, 11% of the respondents had 16–20 years of experience, and 18% of the respondents had less than 5 years of experience, 29% had 6–10 years of experience, and 32% had more than 20 years of experience in consultancy. This shows the respondents have a vast level of experience in their field of quantity surveying. Therefore, the respondents are adequately knowledgeable in their various firms' organisational culture and total quality management practices. The findings on respondents' awareness of organisation culture in their firm show that 89.3% of the respondents opined yes while 10.7 of the respondents stated otherwise. Also, the findings on respondents' awareness of total quality management in the quantity surveying firms show that all the respondents 100% are aware.

Table 1: Result and Discussions on the demographic information of respondents

Demographic information	Frequency	Per cent
Rank		
Principal partner	15	53.6
Senior Quantity surveyors	5	17.9
Junior Quantity surveyors	8	28.6

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	Frequency	Percent
Total	28	100.0

Year of experience in the consultancy business	Frequency	Percent
1-5 years	5	17.9
6 - 10 years	8	28.6
11 - 15 years	3	10.7
16-20 years	3	10.7
> 20 years	9	32.1
Total	28	100.0

Respondent's years of experience in the firm	Frequency	Percent
1-5 years	13	46.4
6 - 10 years	3	10.7
11 - 15 years	5	17.9
> 20 years	7	25.0
Total	28	100.0

Respondents' awareness of organization culture in the firm	Frequency	Percent
Yes	25	89.3
No	3	10.7
Total	28	100.0

Respondents' awareness of Total Quality Management in the firm	Frequency	Percent
Yes	28	100.0
Total	28	100.0

Authors field survey (2022)

Professional quantity surveyors' perspectives differed depending on their age, membership level, and job experience (Christabel & Vincent, 2010). Professional quantity surveyors' perceptions differ due to variances in training (Fan, Ho, & Ng, 2001). According to study conducted by Lowe & Skitmore (2011) on the learning climate of chartered quantity surveying practices, quantity surveyors' view of an organisation's ability to provide an adequate learning environment improves as they go up the organisational hierarchy. As a result, the view of quantity surveyors shifts as their organisational levels rise. In Malaysian quantity surveying firms, Hassan & Minden (2010) recognised three hierarchies, including directors, senior

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quantity surveyors, and junior quantity surveyors. The study also revealed the expressed variations in hierarchical perceptions.

Plotting the Graph

Each question contains four possible answers: A, B, C, and D. Each of the options reflects a different cultural type. Clan is represented by letter A, Adhocracy is represented by letter B, Market is represented by letter C, and Hierarchy is represented by letter D. The average score for each option is obtained when the graph is plotted. Alternative A's average score is calculated by adding all A responses together and dividing by 6. The remaining three options are calculated in the same way. As a result, four scores are produced for each option. When plotting the graph, these average scores are used. On the diagonal line going upward in the upper left quadrant of the diagram, the score of alternative A's, which reflects the CLAN culture, is plotted. The score of the B alternative, representing the ADHOCRACY culture, is plotted on the diagonal line extending upward in the top right quadrant of the plot.

The C alternative's score, which represents market culture, is plotted on the diagonal line stretching downward in the plot's bottom right quadrant. The HIERARCHY culture's score, D alternative, is plotted on the diagonal line stretching downward in the bottom left quadrant of the plot. The points in each quadrant are then linked to create a four-sided figure. The ratings individually are less useful for determining the company's culture profile than plotting the scores on a graph. The cultural profile of the organisation can be simply visualised by glancing at the graph. Rather than looking at numerical outcomes, Cameron and Quinn (1999) recommend drawing a graph of the organisational cultural data.

Questionnaire Results

Table 2 shows how to use the scale, one of the OCAI's dimensions, as an example. The OCAI is scored using simple arithmetic calculations. To calculate the current clan culture's final score, add all the A responses in the Now column and divide by 6. Similarly, the preferred future clan culture's ultimate score is calculated by averaging the scores for the A option in the preferred column. All the B responses indicate adhocracy culture, all the C responses represent market culture, and all the D responses show hierarchy culture. As a result, all current and preferred cultural types can be calculated in the same way.

The results of the Organizational Culture Assessment Instrument (OCAI) are plotted on a graph, based on Cameron and Quinn (1999). The graphs were

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produced in Excel using the Radar Chart and were derived straight from the employee survey responses.

Perceived Current Organizational Culture

The perception of current organisational culture based on the views of 28 respondent's is shown in Figure 1. The averages of the four alternatives that each represent organisational culture are shown in Table 2.

Table 2 Scores for the Perceived Current Organizational Culture of the quantity surveying firm

A (THE CLAN):	26.00
B (THE ADHOCRACY):	29.00
C (THE MARKET):	21.00
D (THE HIERARCHY):	24.00

Authors field survey (2022)
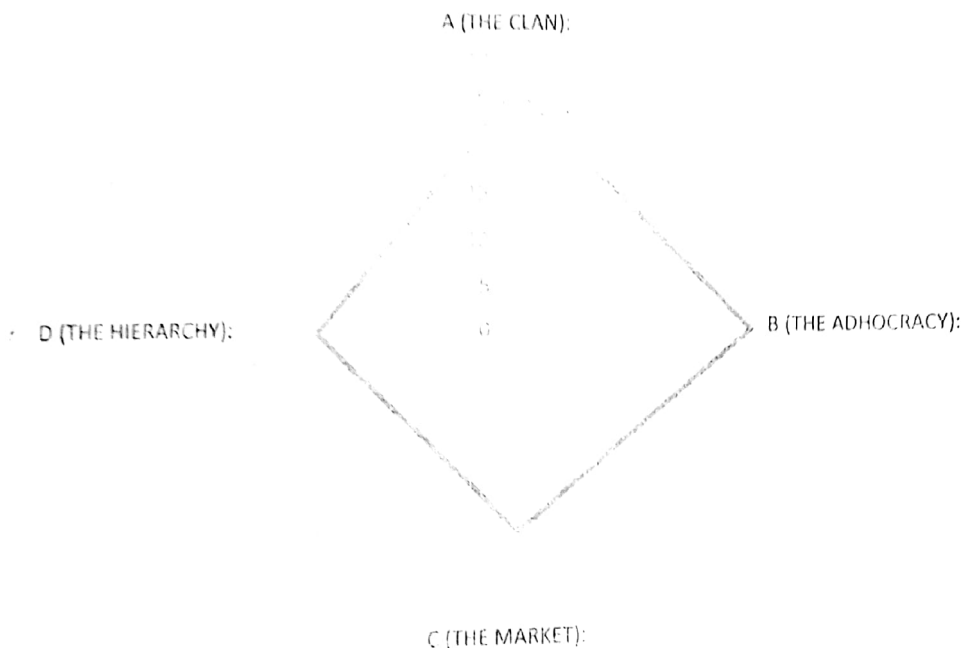
Figure 1 Perceived Current Organizational Culture
Authors field survey (2022)

As seen from Figure 1, ADHOCRACY is seen as the dominant organisational culture in the present state of the quantity surveying firm, while market culture

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has the lowest rate. The scores show a little difference between the lowest and the highest scores in the profile. There are less than 10 points between the highest and lowest scores of each culture.

Preferred Organizational Culture

Figure 2. represent the preferred organisational culture based on the views of the respondents. The Quantity surveyors answered the same set of questions, but now consider the organisation as it should be in five years. The averages of the four alternatives that each represent organisational culture are shown in Table 3.

Table 3 Scores for the Preferred Organizational Culture of the quantity surveying firm

A (THE CLAN): 19.06
B (THE ADHOCRACY): 18.23
C (THE MARKET): 37.30
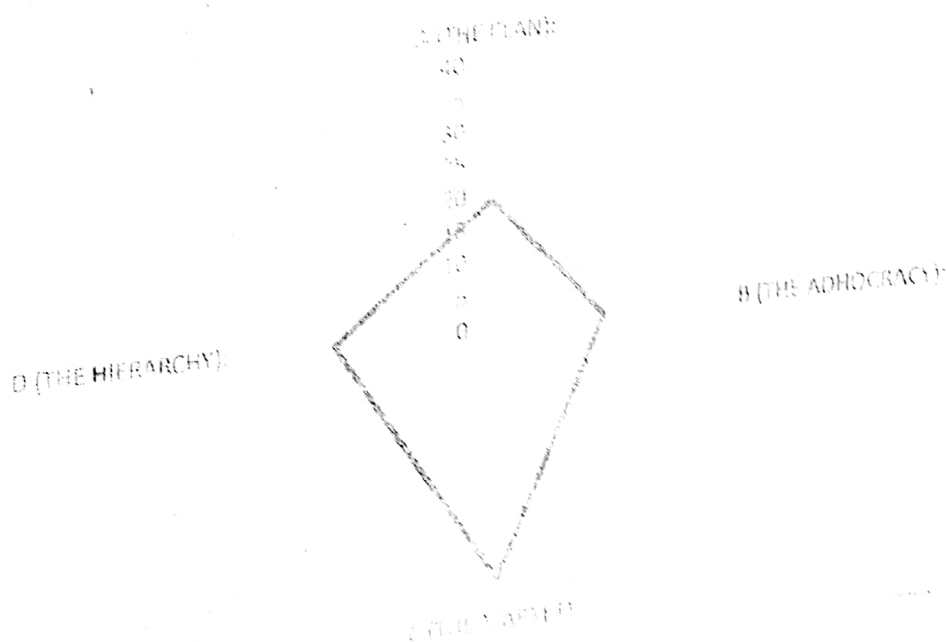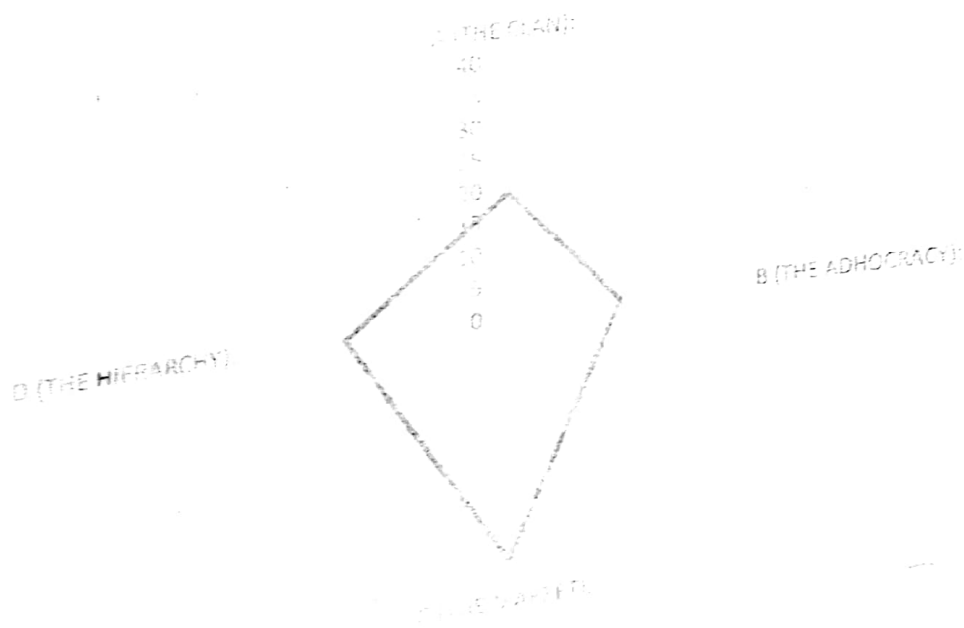D (THE HIERARCHY): 25.41

Authors field survey (2022)

Figure 3 Preferred Organizational Culture
Authors field survey (2022)

that Market is the dominant preferred culture in the QSFs. culture's level of Adhocracy can be seen

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has the lowest rate. The scores show a little difference between the lowest and the highest scores in the profile. There are less than 10 points between the highest and lowest scores of each culture.

Preferred Organizational Culture

Figure 2. represent the preferred organisational culture based on the views of the respondents. The Quantity surveyors answered the same set of questions, but now consider the organisation as it should be in five years. The averages of the four alternatives that each represent organisational culture are shown in Table 3.

Table 3 Scores for the Preferred Organizational Culture of the quantity surveying firm

A	(THE CLAN):	19.06
B	(THE ADHOCRACY):	18.23
C	(THE MARKET):	37.30
D	(THE HIERARCHY):	25.41

Authors field survey (2022)

Figure 3 Preferred Organizational Culture

Authors field survey (2022)

Figure 3 indicates that Market is the dominant preferred culture in the QSFs. In the current dominant culture's level of Adhocracy can be seen

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from the score it has received. The preferred culture is seen in the lower quadrant of the organisational culture profile. There is a shift from flexibility and discretion to stability and control.

Individuals Items of OCAI

Cameron & Quinn (1999) suggested plotting all six OCAI questions separately. This is to demonstrate how the prevailing organisational culture is influenced by these six cultural qualities. The ability to interpret the cultural congruence in the organisation is also aided by graphing the items independently. As a result, if diverse components of the organisation's culture are aligned, it means that there is cultural congruence (Cameron & Quinn, 1999). According to Cameron & Quinn (1999), companies with congruent cultures are more likely to succeed than those with incongruent cultures, in which the cultural qualities are not aligned. An incongruent culture indicates that the organisation is changing and that certain efforts should be made to eliminate the ambiguity.

Figure 4, represent the individual items of OCAI for the perceived current culture in QSFs. Once the individual items are analysed. Clan is accentuated in five items namely, *Dominant character, Organisational leaders, Management for Employees*, Strategic emphases and *Criteria of success*. It shows items that are aligned with each other, except for the item of *Organisational glue* which has low score. The implication is the organisation glue has low flexibility and discretion.
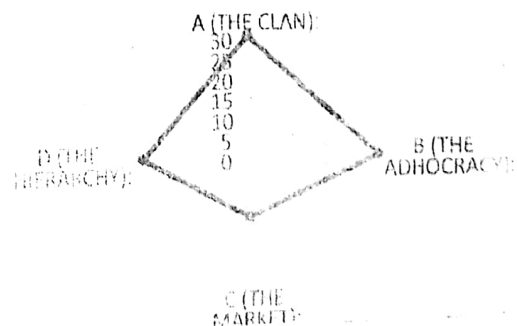
DOMINANT CHARACTERISTICS

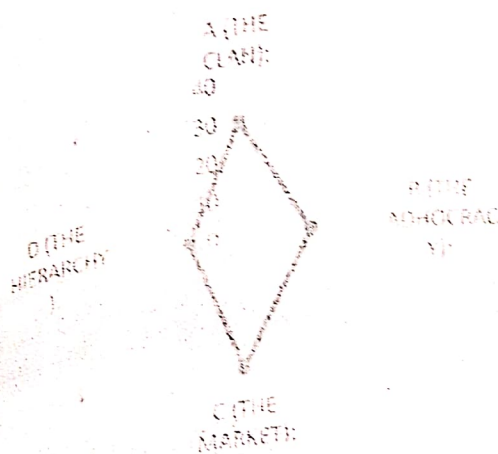**ORGANISATIONAL LEADERS**

**MANAGEMENT OF EMPLOYEES**

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STRATEGIC EMPHASES

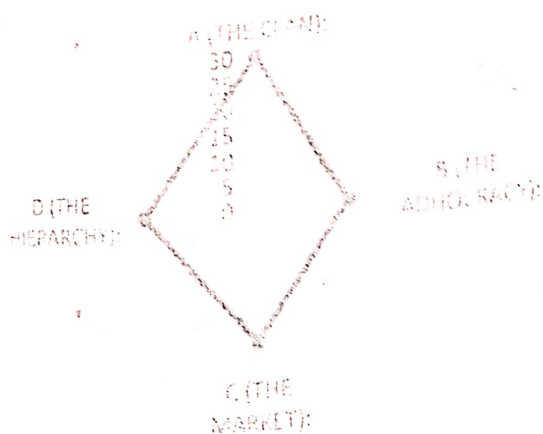**ORGANISATION GLUE**
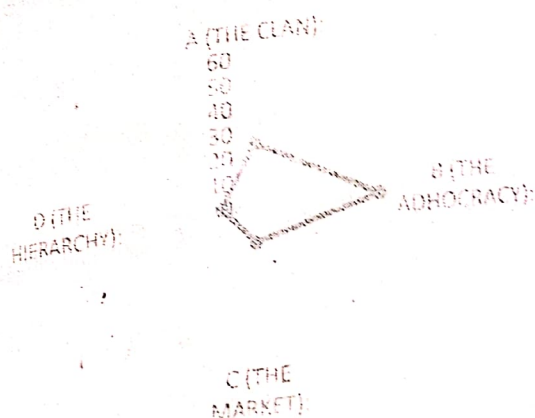
CRITERIA OF SUCCESS

Figure 4 Individual Items of OCAI – Perceived Current Culture
Authors field survey (2022)

Figure 5 indicates the individual items for the preferred future organisational culture for QSFs in Kaduna. The individual items are in line with the overall preferred organisational culture. The study revealed that the preferred organisational culture was MARKET. MARKET was accentuated in five items namely, *Dominant character, Organisational leaders, Organisational glue*, Strategic emphases and *Criteria of success*. All of them have score of 30 and above. While hierarchy was emphasised in *Management for Employees*. In addition, it reveals that in *Organisational leaders* the emphasises was observed in Market, Hierarchy and Adhocracy with the score of 30 for each culture.

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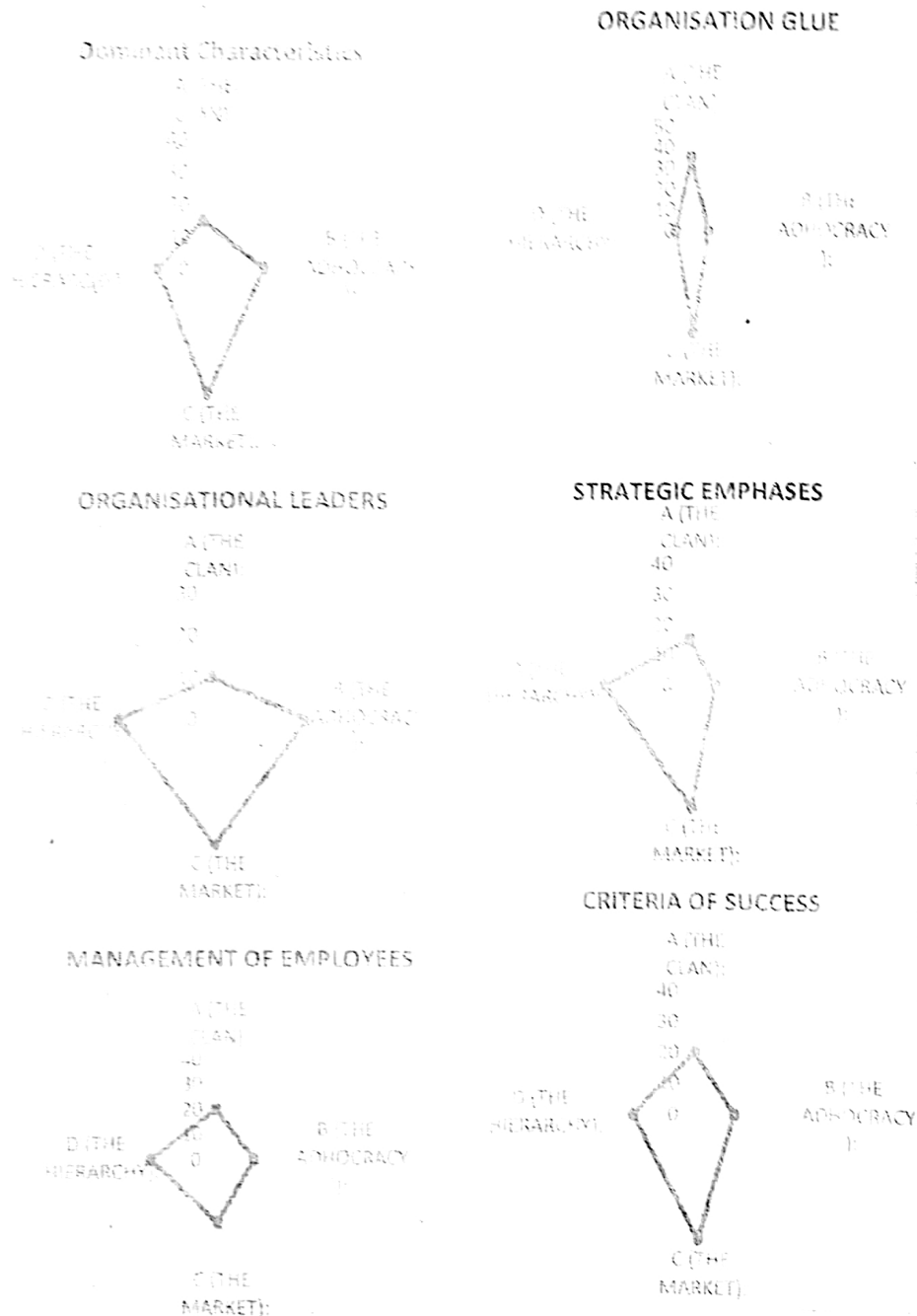
Figure 5 Individual Items of OCAI - Preferred Culture
Authors field survey (2022)

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Discussions of the Results

Figure 1 illustrates the QSFs' current organisational culture as perceived by respondents. Table 2 shows the scores for each type of organisational culture. The QSFs' perceived dominant OC is ADHOCRACY. The ADHOCRACY culture emphasises "external focus and differentiation-flexibility and discretion" in a company. As a result, recognises that adaptability and innovation lead to new resources and cost-effectiveness, putting pressure on the creation of a future vision, organised chaos, and disciplined creativity (Cameron & Quinn, 2006). Quantity surveying firms, according to Murphy (2011), are professional service firms in the construction sector that cannot be exempted from perception bias, either within the firms or on issues outside the firms.

The CLAN is the second culture type with the highest score. A company with a CLAN culture "focuses on internal maintenance with flexibility, concern for people, and sensitivity to customers," according to the CLAN website (Cameron & Quinn, 2006). CLAN firms are defined as an extended family in which people share a lot of their personal information. The main characteristics of a CLAN style company are teamwork, loyalty, employee morale, and development (Cameron & Quinn, 2006).

The QSFs' preferred organisational culture is indicated in Figure 2. Table 3 shows the scores for each type of organisational culture. The MARKET is the dominant OC among quantity surveying firms in Kaduna state. A business with a MARKET culture "focuses on external positioning while maintaining stability and control" (Cameron & Quinn, 2006). A company with a MARKET culture is focused on achieving results. The most important thing is to complete the task (Cameron & Quinn, 2006).

The HIERARCHY is the second culture type with the highest score. "Internal and integration-stability and control" is the focus of a company with a HIERARCHY culture. This is defined by a formal and structured environment, as well as policies and procedures that control what individuals do and how to keep the organisation stable, predictable, and efficient throughout time (Saleh & Selma, 2018). This finding is consistent with Nor & Egbu's (2009) study, which found that in Malaysia, quantity surveying firms' structures are still based on HIERARCHICAL and BUREAUCRATIC methods. Furthermore, Olanipekun et al. (2013) believe that one of the most intriguing boundaries within a firm is the organisational hierarchy. The three main characteristics that an organisation constantly highlights are: applying to processes, delivering a high-quality product, and delivering the product on time and within budget. These

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aspects give an idea of why the two highest cultures are MARKET and HIERARCHY.

Figure 4 shows the perceived current organisational culture by Individual Items of the QSFs. CLAN was the dominating culture in the Individual Items. Which is emphasised in five of the six items: *dominant character, organisational leaders, management of employee, strategic emphases, and success criteria*. This result supports the findings of Saleh & Selma (2018), who found that the CLAN culture was the most prevalent. Furthermore, according to Haffar, Al-Karaghouli & Ghoneim (2014), the most supportive culture types for Individual Readiness For Change (IRFC) are group culture (clan) and adhocracy culture. Additionally, the cultural profile can be beneficial in determining which types of leadership attributes are most valued, as well as which behaviours are most likely to be displayed. What kind of management styles are favoured, and how are they rewarded (Cameron & Quinn, 2006) ? Besides, shared values help businesses forecast workers' reactions to a specific job, technique, or approach, which can help them prevent unintended effects (Hofstede, 2011).

Figure 5 illustrates the preferred organisational culture of Individual Items of the QSFs. MARKET is the primary culture of the Individual Items. This is emphasised in five of the six items (*Dominant character, Organisational leaders, Organisational glue, Strategic emphases, and Criteria of success*). These finding highlights how important it is to beat the competitors and maintain market leadership (Cameron & Quinn, 2006). Instead of internal management, the market culture concentrates on transactions with the external environment (Yu & Wu, 2009). A company's success is frequently measured in terms of growth, favourable market position or market share, competitiveness, and profitability.

Conclusion and Recommendations

The major goal of this study was to assess the dominant OC type for QSFs in Kaduna, Nigeria. The perceived and preferred OCs were evaluated, and suggestions were made. In this study, two views of quantity surveyors were investigated based on the research questions. The following were the perceptions in QSFs' in Kaduna State.

I. The perceived current dominant OC was ADHOCRACY culture. Which is concerned with "the external environment as well as differentiation-flexibility and discretion."

II. The preferred dominant OC was MARKET culture. It emphasises external positioning while stressing the importance of stability and control."

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Individual OCAI Items on Perceived Current Culture and Preferred Culture were also studied. The data revealed that:

I. CLAN was the perceived current dominant culture of Individual Items. In five of the six dimensions, this was emphasised in these dimensions. *Dominant character, Organisational leaders, Management of Employees, Strategic emphases, and Criteria of success.* The culture profile can be helpful for knowing which leadership attributes are most valued, which behaviours are most likely to be recognised and rewarded, and which management styles are most preferred.

II. MARKET was the preferred dominant culture of individual Items. Which focused on five of the six dimensions as, *Dominant character, Organisational leaders, Organisational glue, Strategic emphases, and Criteria of success.* The implication is that a company's performance is frequently measured in its growth, favourable market position or market share, competitiveness, and profitability.

The study concludes by revealing the perceived and preferred dominant OC type for QSFs in Kaduna state. This adds to knowledge by identifying the areas of OC type that need to be addressed to improve the firm's productivity and cost-effectiveness for quantity surveyors, academia, and other stakeholders. The case study organisations of current culture do not mirror the organisations described by Cameron & Quinn (1999). The fundamental reason for this is that national cultures have an impact on organisational cultures. Thus, the cross-cultural variances could be examined further in future studies.

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