

ORGANIZATIONAL CULTURE: A STUDY FROM THE REALITY OF TRAINING CENTRE AND IMPROVEMENT OF MILITARY POLICE OF RIO GRANDE DO NORTE

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ABSTRACT

This study seeks to identify the organizational culture at the Centre for Development and Improvement of the Military Police of Rio Grande do Norte - Brazil (CFAPM) based on the model of organizational functioning styles of Paz and Mendes. Therefore, this study is considered to be descriptive and is classified as a case study and is predominantly quantitative in nature. It was conducted on 59 police officers working in CFAPM. The study allowed for the identification of the relationship between organizational culture and the socio-demographic subjects studied. The data was processed using statistical techniques applying the Chi-square, Fisher exact Test and Correspondence Analysis. The results indicated the predominance of the affiliative cultural style and from the police investigated a significant relationship between socio-demographic and cultural styles was seen and identified. Its predominance was evident in 55.9% of the police. This predominance was seen in all the general characteristics, showing organisational culture is influenced by these general characteristics.. Finally, it is concluded that this study identifies that the cultural style that is predominant in CFAPM, is the affiliative, which has characteristics of standard collectivism, with a developed subculture style.

Keywords: Organizational Culture. Military Police. Centre for Development and Improvement.

1.INTRODUCTION

When studied, the cultural profile of public organizations in Brazil are identified as bureaucratic, having centralized authoritarianism, paternalism, political interference and discontinuity (Motta 2006). These characteristics directly influence the way employees work in these organizations, notably the attachment rules and routines, the overvaluation of the hierarchy, paternalism in relationships and clinging to power and it is no different in the military police organizations. Thus, Guimarães (2000) states that in the public sector, the challenge for the new public management is to transform bureaucratic structures, which tend to a hierarchical process of isolation, to flexible and entrepreneurial organizations, warning that the services offered by public organizations should not perpetuate a low quality, creating an expectation below what can be offered, both for users and for service providers, thus creating a vicious cycle of dissatisfaction and frustration of managers and service users. However, to meet these new demands of society the role of client managers of public organizations is to understand what cultural model exists in their organizations, identify the types of organizational functioning and should invest in training of organizational values and beliefs, better human resource policies and increase the effectiveness of

their results, providing their institutions with training and education units. In this context, this is the role of the Centre for Development and Improvement of the Military Police of Rio Grande do Norte (CFAPM), the training center for the Officers of the Military Police. Apart from training, there are also activities related to improvement, qualification and the qualification of military police soldiers in undergraduate programmes, Cadets, 3rd, 2nd and 1st Sergeants and Officers. By observing the organizations in recent years, this study shows the central research question: What is the organizational culture at the Centre for Development and Improvement of the Military Police of Rio Grande do Norte based on the model of working organizational styles of Paz and Mendes?

This study aims to seek to identify the organizational culture at the Center for Development and Improvement of the Military Police of Rio Grande do Norte from the model of the Styles of Organizational Functioning of Paz and Mendes. In order to achieve this purpose the research methodology used was a descriptive study, adopting the procedure of an intervention case study. The nature of the data of this study was predominantly quantitative, conducted with 59 military police stationed in CFAPM, enabling identification of the type of organizational culture in the organization and their relationship with the socio-demographic characteristics of the subjects studied. The data was processed using statistical techniques of the Chi-square, Fisher's exact test and multivariate analysis methods of correspondence.

2. ORGANIZATIONAL CULTURE BASED ON THE MODEL BY PAZ

AND

MENDES

Within a functionalist perspective Schein (2009, p 16.) conceptualized organizational culture as "a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration." This standardization has worked by being validated by the group and shared with the new members of the organization as being the correct way to perceive, think and feel about the organization. Thus Paz and Mendes (2008) developed a model called Organizational Styles of Operation which aims to provide an understanding of organizational culture. This model allows for corporate understanding and the teaching of culture from the behavioral patterns shared by the majority of its members, which are structured using as a parameter the symbolic relationships that people have with their organizations. Thus, the styles of organizational culture are evaluated by an instrument, capable of setting standards of behavior shared by most members of an organization adopting as parameters the symbolic relationships established between people and their organizations. In the opinion of the Paz, Mendes and Gabriel (2001), an adult individual who possesses all the traits of a balanced character or even a predominance of cultural styles, when subjected to a context of a different organization from what he experiences, the symbolic relationship between them reveals behavioral patterns of regression to the most primary stage of human development.

Based on the theoretical assumptions used by Gabriel (1999), but with a different name, Paz and Mendes (2008)

developed five (05) types of styles in order to investigate organizational functioning as regards the relationship between organization and its members within a perspective associated with individual development. These styles of functioning of organizations suggested by Mendes and Paz (2008) are identified as individualistic, bureaucratic, affiliative, and civic entrepreneurial. The main characteristics of these products are summarized as follows:

- ↳ individualistic style of operation presents ways of feeling, thinking and acting that reflect a fusion between the individual and the organization. Thus, it is clear that the behavior is predominantly focused on concern for their own well-being. This style does not provide the organization with growth, due to existing primary behaviors that can lead to conflict, competition and a lack of commitment to the organization between individuals.
- ↳ bureaucratic style of functioning is characterized by present ways of thinking, feeling and acting based on control, rules and regulations. The members of this culture have partial involvement, set out by the organization and there is loyalty to the sector in which they function in the organization. Culturally, the process of organizational change is resisted and its members refuse creativity. In this style, organizational structure provides the comfort sought by its members in order to preserve routine, time, control and rules. Finally, this style can hinder organizational evolution.
- ↳ affiliative style of operation reveals a way of feeling, thinking and acting which represents the organization as an

ideal standard group, reflecting pride, confidence and self esteem. In this culture, the members seek above all to preserve the image of the organization, revealing that it is perfect and all kinds of imperfections are attributed to external factors. Thus, its members have attitudes of loyalty, corporation and dependence. In this style the members avoid internal clashes, which no longer exist preventing a decline in collectivism, since the organizational responsibilities and interests are placed above the personal. To maintain such a situation, people tend to obey the decisions of the head without trying to question him, respecting authority and keeping his perfect image, which is supported in the group.

- ↳ entrepreneurial style of operation is revealed by present standards to which members of the organization are focused on projects, seek new challenges with the goal of reaching the apex of development. In an organization with this style, the members feel the need to be admired, are active and dominate the search and turn their frustrations into a reason for new achievements and encourage the accomplishment of their desires. In this culture, the organization focuses on the pursuit of career advancement, trying to recognize the value of each individual.
- ↳ civic entrepreneurial style of operation is geared toward civic relations of reciprocity because it is a culture in which the organization invests in the admiration of its members because of what they do. In this style, the rules are subject to criticism and change, but the feelings of citizenship and of the common good are valued, encouraging their members to recognize their skills, enhance the work done, obey the rules,

criticize their performance and in turn they are always seeking growth. Finally, Paz and Mendes (2008) observed that the items related to this style of functioning and civic entrepreneur had quite similar characteristics to a function in close proximity to the organizational context. It was defined as a way of thinking, feeling and action focused on job satisfaction and productivity articulated by trade professionals and citizens, in fact it led the authors bringing together the styles of civic and entrepreneur functioning to a single style, which is the entrepreneurial, thereby classifying them in only 04 categories: entrepreneurial, affiliative, bureaucratic and individualistic.

3. ORGANIZATIONAL CULTURAL STYLES PRESENT IN CFAPM

By observing the styles of the existing organizational functioning CFAPM has the presence of only 03 (three) types of organizational cultural styles: affiliative 55.9%, 28.9% entrepreneurial and bureaucratic in 15.2 % respectively. The individualistic style was not identified. Thus, it is noticed that the style of mainstream culture at the Center for Development and Improvement of the Military Police of Rio Grande do Norte is the Affiliative style, which is the second style of Paz and Mendes (2008) and presents a way of feeling, thinking and acting that portrays the organization as a perfect group, reflecting pride, confidence and self-esteem, and is an organization that reflects the cohesion and unity of the military police training center, which shows characteristics of only a collectivist pattern, with a 55.9% prevalence of this type. Organizations with this type of style act to provide security and

benefits that promote the perception of the greatness of the organization, encouraging their members to remain in a state of resignation and to accept the rules and regulations imposed by the group without further questioning. Thus, one can say that this style of organization culture just hinders the development of their employees resulting in employees developing only when their interests are outside the organization. The entrepreneurial cultural style showed up in research results as the second most prominent in CFAPM, with 28.9% respectively. For Paz and Mendes (2008), the institution that has this style, presses for innovation and competence and values well established trade relations, and presents functioning that promotes professional interaction and a greater well-being among members of the group. It is made up of people that have a distinct aim and place in the organization, but respect the connection with others and have the ability to accept everyone achieving their accomplishments.

The cultural typology identified in CFAPM that presented the lowest percentage among the 03 (three) cultural styles identified in the chart 06, was the bureaucratic style, which features cultural characteristics with a strong system of rules, in which Paz and Mendes (2008) highlight as having tight control of labor discipline, with strong hierarchical structure and lack of flexibility and which values planning. It is a culture that invests little attention to the personal problems of its members, so that the bonds of friendship between people, the organization and its members are not strong. The researchers identified 09 (nine) police officers, in this study, with these cultural characteristics. The presence of the bureaucratic style reaching the third percentile index in this research due to the fact that the activities at the School Unit aim to achieve collective

training at the base level of the Corporation, and it is an organization that is aiming to follow the same requirements of society and striving to make its teachings permeate the legality, and therefore still has strong traces of doctrine, thus contributing to the predominance of a non-cultural style. According to Schein (2009), despite the culture being created by shared experiences, it is the main leader or manager who initiates this process by imposing their beliefs. In this sense, this pattern will depend on the cultural impact of the beliefs, values and assumptions of its founders and how these characteristics relate to the learning experiences of people and new beliefs, values and assumptions made by new members and / or leaders.

4. RELATIONSHIP BETWEEN THE SOCIO-DEMOGRAPHIC CHARACTERISTICS AND THE TYPES OF ORGANIZATIONAL CULTURE OF CFAPM

The latest research analyzes seeks to identify, through statistical techniques presented by Agresti (2007) which are the Chi-square test for linear association and Fisher's exact test, the relationship between the styles of organizational culture proposed by Paz and Mendes (2008) and the socio-demographic characteristics of the officers stationed in CFAPM. To view the associations between categorical variables, the data was applied to a multivariate statistical technique of correspondence analysis (Hair, et al 2009). Regarding the first variable addressed, the age group of police officers, 27 (twenty seven) are inserted in the age range of 31 to 40 years old, representing 45.8% of respondents respectively, as specified in Table 02, which collaborates with more than half the prevalence of the affiliative style, therefore all other cultural styles are also

prevalant in this age group. At the significance level of 10% (ten percent), it is identified that there is a significant association between age and the prevailing styles of operation and it is observed that the affiliative cultural style is most prominent in all age groups. By observing the results of the analysis it was derived that the affiliative style is more closely associated with police over the age of 40 years, the entrepreneurial style is associated with the age range of police upto 30 years and finally, that the bureaucratic style includes the military aged between 31 and 40, as seen in Figure 07. With regard to educational level it was observed at a significant level of 10% (ten percent), there is the existence of a significant association between police with a secondary and higher level of education and cultural styles, and observes that the affiliative cultural style is mostly in middle and upper levels.

By observing the results obtained with the analysis of verified correspondence the affiliative style is associated with the police in possession of higher education, the bureaucratic style is associated with officers possessing a high school level of education and finally entrepreneurial style in a different way to others, not grouped with any level of education. Another variable examined was the length of service in the Corporation. Among the 59 surveyed, it was observed that 71.3% are effected with no more than 15 years of service, and distributed in these, 03 cultural styles were found. Even so, one realizes that this is a subtotal of a greater concentration of the affiliative style, which predominates in the CFAPM. At the significant level of 10% (ten percent), it was identified that there is significant association between length of service in the Corporation and styles of operation, and notes that the cultural affiliative style predominates in most lengths of service.

Regarding the results of correlation analysis it was found that the affiliative style is more associated with two time periods of specified length of service which are as follows: 06-10 years and 26 years or more. As previously mentioned, the entrepreneurial style also has a strong tendency and is also associated with two time periods, namely: up to 05 years and 21-25 years of service respectively, while the bureaucratic style is associated with a range comprising from 11 to 15 years of service. Moreover, it is clear that the military has between 16 and 20 years of service that are not clearly associated with any cultural style. Finally, we observe that the results obtained in this study converged with regards to cultural styles. Based on the police officers who participated in this study, the results found within the CFAPM, the identification of the dominant culture and subcultures present in the organization converged with the socio-demographic characteristics presented in this research. This is due to the types of feelings, thinking and acting inherent in individuals who are in CFAPM.

5. CONCLUSIONS

Conclusively, the observed affiliative style is prevalent in the organization and the culture and entrepreneurial style are a subculture with their own peculiarities. As regards relations between the socio-demographic and cultural typologies of police officers stationed in CFAPM, we find a significant influence of the first variable in cultural styles, confirmed by indicating the predominance of the results presented. Thus, it is stated conclusively that the results indicate a significant relationship between the types of organizational arrangements proposed by Mendes and Paz (2008) with the general characteristics of the respondents.

This research makes recommendations for future studies, conducting longitudinal studies to identify the natural evolution of

organizational culture in CFAPM. The studies can compare the results of this research with the reality of other organizations in the country. Finally, it is recommended that future studies try to identify other organizational factors that may influence the organizational culture in order to identify them on a macro level in relation to other factors pertaining to the organizational environment and its interaction with its agents. For elaboration of these studies, models to identify causal relationships of multiple interdependencies are suggested for use.

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