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EXPLORING THE IMPLEMENTATION OF ORGANIZATIONAL VALUES IN THE WORK ACTIVITIES OF EDUCATIONAL STAFF AT UNIVERSITAS PENDIDIKAN GANESHA

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M Teguh Kurniawan[1], Trianasari[2], Ni Made Suci[3]
[1,2,3]Master's Program in Management Science, Universitas Pendidikan Ganesha, Bali, Indonesia
Corresponding author: M Teguh Kurniawan
E-mail: teguh.kurniawan@student.undiksha.ac.id

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Abstract:
Organizational values serve as a foundation that shapes employees' behavior, attitudes, and work practices in achieving organizational goals. In higher education institutions, the implementation of organizational values is essential as it supports the quality of academic and administrative services. However, the implementation of organizational values does not always align with the formally established principles, highlighting the need for a deeper understanding of how employees perceive and apply these values in their daily work activities. This study aims to explore the implementation of organizational values in the work activities of employees at Universitas Pendidikan Ganesha. The study employed a qualitative approach using a phenomenological method. Research informants consisted of administrative and supporting staff selected through purposive sampling. Data were collected through in-depth interviews, observations, and documentation, and were analyzed using the Miles, Huberman, and Saldaña model, which includes data condensation, data display, and conclusion drawing. The findings reveal that employees perceive organizational values as guidelines for carrying out their responsibilities, enhancing professionalism, and improving service quality. The implementation of organizational values is reflected in work discipline, responsibility, collaboration, and service orientation. Supporting factors include exemplary leadership, effective organizational communication, and a conducive work environment. Meanwhile, inhibiting factors consist of differences in employee perceptions, workload pressures, and limited socialization of organizational values. The study implies that continuous reinforcement of organizational value internalization is necessary to foster a work culture that aligns with organizational objectives.
Keywords: Organizational Values, Organizational Culture, Value Implementation, Work Behavior, Higher Education Institution.

INTRODUCTION

Human resources (HR) are a strategic factor determining an organization's success in achieving its established objectives. In an increasingly complex competitive environment, organizations require not only adequate financial and technological resources but also competent, ethical human resources capable of adapting to environmental changes. Human resource management is therefore essential for establishing organizational competitive advantage. According to Armstrong and Taylor (2023), human resources constitute an organization's primary assets, creating added value through knowledge, skills, and work behaviors that support organizational goals.

To align employee behavior with organizational objectives, organizations need guidelines that inform how members think, respond, and act. Such guidelines are expressed through organizational values, which provide a foundation for members' daily work. Schein and Schein (2021) describe organizational values as shared beliefs and principles that establish which behaviors are considered appropriate and important in the workplace. Beyond defining organizational identity, these values operate as social controls that collectively shape employee behavior. When employees understand and internalize organizational values, they gain clear direction for performing their responsibilities and

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tend to behave in accordance with organizational expectations.

Organizational values are also closely related to employee performance and organizational work culture. Robbins and Judge (2022) argue that values shared among organizational members create a strong organizational culture capable of influencing employees' attitudes, commitment, and performance. A culture based on integrity, professionalism, collaboration, and service orientation can foster a productive and supportive work environment. Previous research has found that a strong organizational culture contributes to organizational effectiveness, employee commitment, and service quality (Denison, Nieminen, & Kotrba, 2014). Thus, organizational values serve not merely as behavioral guidelines but as strategic instruments for improving effectiveness through human resource development.

Higher education institutions possess characteristics that distinguish them from conventional business organizations. Universities perform education, research, and community service functions, collectively known in Indonesia as the Tri Dharma of Higher Education. These complex responsibilities require effective coordination and collaboration among lecturers, educational staff, students, and other stakeholders. Tierney and Lanford (2018) emphasize that organizational culture and values are central to creating an academic environment that supports innovation, professionalism, and improvements in educational service quality. Consequently, the implementation of organizational values is inseparable from effective and sustainable university governance.

The internalization of organizational values is especially important in higher education because those values underlie the provision of academic and administrative services. Employees who understand and embrace organizational values are more likely to demonstrate professionalism, accountability, and a service-quality orientation. Conversely, weak internalization may produce inconsistencies between organizational goals and employee conduct. Internalization refers to the process through which organizational members accept values and adopt them as behavioral guidelines reflected in everyday work (Schein & Schein, 2021). In universities, successful internalization therefore contributes to educational service quality and stakeholder satisfaction.

Nevertheless, implementing organizational values in higher education presents challenges. Digital technological developments, changes in education regulations, growing demands for public accountability, and differences among employee characteristics all affect implementation. Moreover, individual interpretations of organizational values may vary, producing inconsistent applications in everyday activities. Alvesson and Sveningsson (2016) demonstrate that organizational leadership, communication, and employee involvement in value internalization substantially influence implementation. A more detailed investigation is therefore needed to understand how university employees put organizational values into practice.

Universitas Pendidikan Ganesha (Undiksha) is a public university seeking to improve organizational governance in pursuit of its vision of becoming an excellent university grounded in the Tri Hita Karana philosophy in Asia by 2045. To support this vision, Undiksha promotes organizational values intended to guide the entire academic community, including educational and administrative staff. These values provide a basis for building a professional, ethical, innovative, and service-oriented work culture.

Successful implementation of organizational values at Undiksha largely depends on employees' ability to understand and apply them to everyday work. Such values should not remain institutional slogans or formal documents; they need to be embodied in punctuality, accountability, collaboration, and service quality for students and other stakeholders. Alignment between organizational values and actual employee behavior is essential for organizational effectiveness and the quality of academic and administrative services. In practice, however, implementation may vary across work units. Differences in education, experience, personal characteristics, and unit-specific cultures may shape employees'

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understanding and application of organizational values. This can create a gap between expected organizational values and actual workplace conduct. Such complexity calls for an approach capable of investigating employees' experiences and interpretations in depth.

Organizational culture and employee behavior have been studied extensively across organizational settings, including higher education. Most studies have examined relationships between culture and performance, organizational commitment, job satisfaction, or effectiveness using quantitative methods (Denison, Nieminen, & Kotrba, 2014; Barnes, 2021). In universities, organizational culture has also been found to shape institutional identity, improve service quality, and support employee career development (Tierney & Lanford, 2018; Shaw, 2021).

However, relatively few studies specifically investigate employees' experiences of understanding and implementing organizational values. Much of the existing literature emphasizes measuring associations among variables rather than exploring how values become internalized in daily working life. Studies focusing on educational staff in Indonesian public universities also remain limited. This study addresses these gaps through a phenomenological approach that explores employees' experiences and the meanings they attach to organizational values in their work.

Based on this background, the study aims to explore the implementation of organizational values in the work activities of employees at Universitas Pendidikan Ganesha. Specifically, it examines how employees interpret organizational values, apply them in everyday tasks, and identify the factors facilitating and hindering their implementation.

LITERATURE REVIEW

Organizational Values

Organizational values comprise shared beliefs, principles, and standards that guide members' thinking, attitudes, and behavior. They form the foundation of organizational identity and help determine which conduct is consistent with organizational objectives. Schein (2017) places organizational values within the 'espoused values' level of organizational culture: consciously adopted principles through which organizations seek to guide members' behavior. These values inform decision-making, problem-solving, and interpersonal working relationships. Robbins and Judge (2022) explain that shared organizational values foster a strong culture by generating a common understanding of what matters. Collectively understood and accepted values promote consistency in employees' behavior and support organizational goal attainment. In HR management, organizational values can be employed to build employee commitment, enhance work motivation, and strengthen organizational identity.

Organizational values also function as mechanisms of behavioral control without depending exclusively on strict formal rules. Once values are firmly internalized, employees voluntarily align their conduct with organizational expectations. Organizational success consequently depends not only on formally declaring values but also on the extent to which all members understand, accept, and enact them in daily working activities.

Implementation of Organizational Values

Implementing organizational values means translating adopted principles into members' conduct and work activities. It entails not only understanding organizational values but also internalizing them until they become integrated into individual behavior. According to Yukl (2020), implementation occurs when individuals translate organizational values into concrete actions reflected in how they work, communicate, and make decisions. The process generally begins with socialization, in which the organization communicates its values to members. Internalization follows, as individuals accept these values and incorporate them into personal beliefs. Once internalized, the values manifest as behaviors consistent with organizational expectations. Implementation is thus continuous and

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requires support from leadership, organizational communication, reward systems, and performance evaluation.

In practice, organizational values are reflected in work discipline, responsibility, integrity, cooperation, professionalism, and service orientation. Employees who consistently apply organizational values tend to demonstrate stronger commitment and performance than those who understand these values only conceptually. Implementing values is therefore an important indicator of the effectiveness of organizational culture.

Organizational Culture in Higher Education

Organizational culture is a system of shared meanings that distinguishes one organization from another. Within higher education, it guides both academic and administrative activities. Universities seek not only to achieve organizational targets but also to produce capable graduates, develop knowledge, and contribute to society. Tierney (2018) suggests that higher education culture helps construct institutional identity, improve educational services, and foster innovation and collaboration. A strong culture can create an academic environment supportive of learning, research, and community engagement; a weak culture may obstruct effectiveness and undermine services to stakeholders.

Implementing organizational values is an integral part of developing university culture. Integrity, professionalism, service, innovation, and cooperation underpin a work culture capable of supporting the Tri Dharma of Higher Education. The success of universities in cultivating their culture therefore depends heavily on their ability to internalize organizational values among all members.

Previous studies have examined the relationships among organizational culture, values, and employee behavior. Khan et al. (2023) found that organizational culture positively influenced employee performance by improving commitment and work engagement, suggesting that strong cultures enhance productivity and effectiveness. Ahmed et al. (2022) reported that implementing organizational values contributes to service quality and employee job satisfaction; employees who understand these values well tend to exhibit more positive work behavior than employees with limited understanding. Putra and Ardana (2023) likewise identified organizational culture as important to employee commitment and loyalty in education. However, their quantitative approach could not fully describe the individual processes through which organizational values are internalized.

A review of previous research indicates that most studies continue to focus on testing relationships among variables quantitatively. Studies exploring employees' lived experiences in understanding, interpreting, and implementing organizational values are comparatively scarce, particularly at public higher education institutions. Accordingly, this study addresses the gap by adopting a phenomenological qualitative approach to understand employees' subjective experiences of putting organizational values into practice.

This study assumes that implementing organizational values results from the processes of understanding, internalizing, and actualizing values in employees' work activities. Employees' understanding of values influences the behavior they demonstrate while carrying out their daily responsibilities. This process is affected by facilitating and inhibiting factors arising from both individuals and the organization. Conceptually, the study examines five principal aspects: (1) employees' understanding of organizational values, (2) their internalization of these values, (3) implementation in work activities, (4) facilitating and inhibiting factors, and (5) the meanings employees attach to organizational values. These aspects inform the investigation of participants' experiences at Universitas Pendidikan Ganesha.

METHODS

Research Approach

This study used a qualitative phenomenological research design. Phenomenology was selected

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to understand employees' experiences, interpretations, and perceptions of the implementation of organizational values in daily work at Universitas Pendidikan Ganesha. According to Creswell and Poth (2018), phenomenological research explores individuals' lived experiences of a particular phenomenon to develop a deeper understanding of the meanings participants construct from those experiences.

This approach is appropriate because implementing organizational values cannot be understood solely through quantitative indicators; it also requires attention to employees' subjective experiences of internalizing and applying organizational values in everyday work.

Research Setting

The research was conducted at Universitas Pendidikan Ganesha (Undiksha), Buleleng Regency, Bali Province, Indonesia. Undiksha was selected because it is a public university whose vision is to become an outstanding institution grounded in the Tri Hita Karana philosophy. To realize this vision, the university develops organizational values intended to guide employees' performance of their duties and responsibilities.

The institution's diverse administrative and academic units also provide a relevant setting for exploring how organizational values are implemented in employees' work activities.

Research Informants

Research informants were selected using purposive sampling because the study required participants with direct experience of and insight into the implementation of organizational values in everyday work.

The inclusion criteria were as follows:

Administrative employees who had worked at Universitas Pendidikan Ganesha for at least three years.

Educational staff directly involved in academic or administrative services.

Work-unit leaders knowledgeable about organizational policies and the implementation of organizational values.

Willingness to participate as research informants.

The number of informants was determined using the principle of data saturation, when collected accounts began to repeat and no substantial new information emerged. An estimated 10–15 participants were expected, comprising educational staff, administrative employees, and work-unit leaders.

Data Collection Techniques

Data were collected through in-depth interviews, observation, and documentary analysis.

In-Depth Interviews

Semi-structured interviews allowed participants to describe their experiences and views of implementing organizational values in depth.

Interview questions included:

How do you understand the organizational values adopted at Universitas Pendidikan Ganesha?

How are these values applied in your daily work?

What factors facilitate the implementation of organizational values?

What factors hinder the implementation of organizational values?

What do organizational values mean to you as an employee?

Observation

Direct observations of employees' working activities were conducted to understand how organizational values manifest in everyday practice.

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The observed aspects included:

Employee work discipline.

Interactions among employees.

Patterns of service provision to students.

Collaboration among work units.

Work behaviors reflecting organizational values.

Documentation

Documents examined included:

The Statutes of Universitas Pendidikan Ganesha.

The Strategic Plan (Renstra) of Universitas Pendidikan Ganesha.

Organizational culture documents.

Organizational value guidelines.

Performance reports and other supporting documents.

Documentary materials were used to corroborate the interview and observation data.

Data Analysis Techniques

Data were analyzed using the interactive model developed by Miles, Huberman, and Saldaña (2014). Analysis proceeded continuously from data collection through completion of the study.

The analytical stages were:

Data Condensation

At this stage, the researchers selected, simplified, categorized, and transformed interview, observation, and documentary data according to the research focus.

Data Display

Condensed data were presented through matrices, thematic tables, and descriptive narratives to facilitate understanding of relationships among emerging categories and themes.

Conclusion Drawing and Verification

The final stage identified patterns, relationships, and central themes emerging from the research data. Conclusions were continuously verified through repeated examination of field data.

Trustworthiness of the Data

Triangulation and member checking were used to establish the credibility and trustworthiness of the findings.

Source Triangulation

Source triangulation compared information obtained from educational staff, administrative personnel, and work-unit leaders.

Methodological Triangulation

Methodological triangulation compared interview, observational, and documentary evidence.

Member Checking

Participants were asked to confirm interview accounts and the researchers' interpretations to ensure that the data accurately represented their intended experiences.

Peer Debriefing

The researchers also consulted peers with expertise in qualitative research methodology to obtain feedback on the analysis and interpretation of the data.

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These procedures were intended to establish adequate credibility, dependability, confirmability, and transferability, thereby supporting valid and academically defensible research findings.

RESULTS AND DISCUSSION

Analysis of interviews, observations, and documentary evidence identified five main themes describing the implementation of organizational values in work activities at Universitas Pendidikan Ganesha: (1) organizational values as guidelines for work behavior; (2) implementing organizational values while performing duties; (3) leadership in internalizing organizational values; (4) barriers to implementation; and (5) organizational values as elements of employees' professional identity.

Organizational Values as Guidelines for Work Behavior

The findings show that most informants understood organizational values as guidelines for performing daily work. These values were perceived as references for determining attitudes and behaviors consistent with institutional objectives. Informants identified integrity, professionalism, responsibility, and service as principles underpinning administrative duties and services provided to students.

This understanding indicates that organizational values are not regarded merely as formal documents but are also used as references for work activities. The finding is consistent with Schein (2017), who maintains that organizational values guide members' behavior. When employees understand organizational values, they are more likely to demonstrate conduct consistent with institutional expectations.

Observations further indicated that most employees attempted to enact organizational values through work discipline, procedural compliance, and commitment to completing their responsibilities. This suggests that organizational values have become part of the developing work culture at Universitas Pendidikan Ganesha.

This finding accords with Schein and Schein (2021), who maintain that organizational values act as behavioral guidelines that shape organizational culture.

Implementation of Organizational Values in Performing Duties

Organizational values were reflected in various work activities. Informants explained that professionalism involved providing students and external parties with prompt, appropriate, and accurate services. Responsibility was demonstrated by employees' commitment to completing their work in accordance with targets and applicable procedures.

Cooperation was another value commonly applied while performing duties. Employees recognized that effective academic and administrative services cannot be delivered individually and require collaboration across work units. Coordination and communication were therefore regarded as essential to implementing organizational values.

These findings support Robbins and Judge (2022), who argue that well-internalized organizational values become visible in daily work behavior. Implementing values improves not only work effectiveness but also the quality of collegial relationships. The findings also support Denison, Nieminen, and Kotrba (2014), who reported that consistent implementation of values can improve organizational effectiveness.

The Role of Leadership in Internalizing Organizational Values

The findings indicate that leaders play an important role in the internalization of organizational values. Informants considered leaders who consistently demonstrate discipline, responsibility, and integrity to provide examples that employees can follow. Leadership by example was regarded as more effective than simply communicating organizational values through formal directives.

In addition to providing examples, leaders communicate organizational values through

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meetings, performance evaluations, and everyday interactions. Effective communication helps employees understand institutional expectations and promotes consistent implementation across work units.

This finding is consistent with Alvesson and Sveningsson (2016), who emphasize the importance of leadership and organizational communication in implementing values. Leaders are therefore not only policymakers but also key agents in establishing an organizational culture rooted in shared values.

Barriers to Implementing Organizational Values

Although organizational values have generally been implemented, the study identified several obstacles that undermine their effectiveness. One frequently reported barrier was variation in how employees understood the meaning of organizational values. Not all employees interpreted the adopted values in the same way, leading to differences in their application during everyday work.

Heavy workloads also posed challenges. Informants described how increasing demands sometimes led employees to prioritize task completion over reflecting on organizational values. Another impediment was the limited availability of dedicated activities for communicating and discussing how these values should be implemented in daily practice.

These findings suggest that implementing organizational values requires sustained institutional support through internalization programs, training, and efforts to strengthen work culture so that values can be applied consistently by all employees.

Organizational Values as Employees' Professional Identity

The final theme concerns organizational values as elements of employees' professional identity. Informants explained that these values not only assist with work performance but also shape their perceptions of their profession and responsibilities as university employees.

Organizational values were seen as part of the identity distinguishing employees of Universitas Pendidikan Ganesha from those in other institutions. Employees who consistently enacted these values felt a moral responsibility to protect the institution's reputation through professional and ethical conduct.

The findings suggest that implementing organizational values not only changes work behavior but also forms professional identities. From an organizational culture perspective, this reflects successful value internalization, whereby organizational values become part of employees' beliefs and everyday conduct.

Overall, the study indicates that organizational values have become visible in numerous work activities at Universitas Pendidikan Ganesha. Their implementation is supported by employees' understanding, exemplary leadership, and a conducive work culture. Nevertheless, the university must continue to strengthen internalization to achieve greater consistency across work units. The findings support Tierney (1988), who maintains that organizational culture in higher education shapes both institutional identity and the identities of its individual members.

CONCLUSION AND IMPLICATIONS

This study explored the implementation of organizational values in the work activities of employees at Universitas Pendidikan Ganesha. The findings indicate that employees understand these values as principles guiding the performance of their daily duties and responsibilities. Integrity, professionalism, accountability, cooperation, and service orientation were viewed as important principles supporting a productive and conducive working environment.

Implementation was evident in employee discipline, commitment to service quality, collaboration with colleagues, and responsibility for task completion. Facilitating factors included exemplary leadership, effective organizational communication, and a work culture that encourages

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positive behavior. By contrast, differences in employees' understanding of values, heavy workloads, and limited socialization programs hindered optimal implementation.

The research also found that organizational values are not merely guides to work conduct but elements of employees' professional identity. They help strengthen organizational commitment and encourage behavior aligned with institutional goals and culture. Their implementation therefore has a strategic role in effective human resource management and improving service quality at Universitas Pendidikan Ganesha.

Theoretical Implications

This study contributes to human resource management research, particularly scholarship on implementing organizational values in higher education. It reinforces the argument that organizational values are not only elements of organizational culture but also mechanisms shaping work behavior and employees' professional identities. Moreover, the study extends the literature by adopting a phenomenological approach that emphasizes individuals' lived experiences and interpretations of organizational values.

Practical Implications

Practically, these findings can inform leaders of Universitas Pendidikan Ganesha when designing strategies to reinforce organizational culture. The internalization of values requires continuous socialization, training, employee development, and exemplary conduct by leaders at all organizational levels. Values should also be integrated into HR systems, including performance evaluation, career development, and employee recognition and rewards.

Consistently reinforcing organizational values is expected to improve academic and administrative service quality, strengthen employee commitment, and support Undiksha's vision of becoming an excellent and competitive university.

Research Limitations and Future Research Agenda

The study is limited to a single higher education institution; consequently, its findings cannot be generalized to all universities in Indonesia. Furthermore, its focus on educational and administrative staff means that it does not incorporate the perspectives of lecturers or other stakeholder groups.

Future studies should investigate universities with different characteristics to develop a more comprehensive understanding of organizational value implementation. They could also examine relationships between the implementation of values and organizational commitment, employee engagement, organizational citizenship behavior, or employee performance, using mixed methods or other qualitative approaches.

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