The Perceived Role of Computer-Mediated Communication in the Emergence of an Organizational Culture: A Case Study of the Bureau of Internal Revenue-Information Systems Group (BIR-ISG)

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This thesis entitled "The Perceived Role of Computer-Mediated Communication in the Emergence of an Organizational Culture: A Case Study of the Bureau of Internal Revenue-Information Systems Group (BIR-ISG)" presented by Andrea P. Tabisaura, in partial fulfillment of the requirements for the degree of BA in Organizational Communication, is hereby accepted.
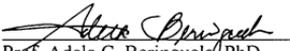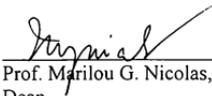
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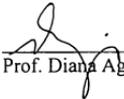
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ABSTRACT

Every organization has an organizational culture. Organizational culture consists of the commonly held values, beliefs, attitudes and behavior of organizational members. It is manifested in their unique language, created symbols, shared narratives, and organizational practices. Cultures vary across organizations and they are formed, maintained and altered through the process of communication.

Recent developments in Information Technology (IT) had paved the way for networked computers. These enable users not only to exchange information, but also to engage in meaningful communication. This led to the advent of Computer-Mediated Communication (CMC). Companies and organizations who recognize the advantages of networked communication had adopted these CMC technologies in their day-to-day activities.

It is recognized that by altering the way people communicate in an organization, the organization's culture changes as well. Foreign studies on this matter, however, analyzed CMC and culture in the public level only, that is, the Internet. Local empirical studies on CMC, on the other hand, have so far been limited to its effects on worker efficiency, public relations and sales. Hence, there is gap in knowledge as to the link between CMC-use in the organization, and organizational culture.

Given the above context, this study therefore aimed to answer this general problem: "What is the perceived role of Computer-Mediated Communication (CMC) in the emergence of the existing organizational culture in Bureau of Internal Revenue-Information Systems Group (BIR-ISG)?" It likewise aimed to provide answers to the following specific problems: 1)What is the organizational profile of BIR – ISG?; 2) What CMC tools are currently used in BIR-ISG?; 3) How do the employees of BIR-ISG use these CMC tools?; 4) What is the present organizational culture of BIR-ISG?; 5) What was BIR-ISG's organizational culture prior to the introduction of CMC in the workplace?; 6) Is there a significant difference between the present and the past organizational culture of BIR-ISG?; 7) What is the perceived role of CMC-use in the emergence of the existing organizational culture in BIR-ISG?

This study aimed to fulfill this general objective: To discover the perceived role of Computer-Mediated Communication (CMC) in the emergence of the existing organizational culture in Bureau of Internal Revenue-Information Systems Group (BIR-ISG). In particular, it aimed to fulfill the following specific objectives: 1) To describe the organizational profile of BIR-ISG; 2) To identify the CMC technologies that are currently used in BIR-ISG; 3) To describe how the employees of BIR-ISG use these CMC tools; 4) To find out what is the present organizational culture of BIR-ISG; 5) To find out what was the organizational culture of BIR-ISG prior to the introduction of CMC in the workplace; 6) To find out if there is a significant difference between the present and the past organizational culture of BIR-ISG and; 7) To investigate what is the perceived role of CMC-use in the emergence of the existing organizational culture in BIR-ISG.

This research tried to shed light into the issues regarding CMC in the workplace and its relation to organizational culture. Organizational culture is significant to companies as it provides a sense of identity, belongingness and commitment for employees. CMC, on the other hand has potential for a variety of consequences for the organization, some of which anticipated, some not. An understanding of what its role is in the emergence of an

organization's culture is essential to yield a better understanding of how an organization's CMC tools shape and maintain organization members' most prized commonality, which is their organizational culture.

The study utilized the exploratory-descriptive research design in answering the problem. In particular, a case study was followed in characterizing only one organization, the Bureau of Internal Revenue-Information Systems Group (BIR-ISG). The employees of BIR-ISG served as the subjects for the research. For the qualitative data, five (5) BIR-ISG key persons were purposively picked and interviewed. This group includes an ISOS Senior Network Administrator, an IPQS Division Chief, an ISDS Division Chief, an ISDS Cell head, and a Senior Information Technology Officer. They have been employed in BIR-ISG for a range of eight to ten years and their ages range from thirty two (32) to thirty eight (38) years. For the quantitative data, the target was a census of all CMC users who have been employed at least a year prior to the installation of LAN and other CMC tools in the workplace. Out of the five hundred (500) CMC users in BIR-ISG, only seventy-eight (78) were qualified in this category. A questionnaire was distributed to all of them but only sixty five (65) or eighty three percent (83%) have been filled out and returned.

Data was analyzed using descriptive statistics such as frequencies, percentages and ranking. Inferential statistics such as the weighted mean and chi square (x^2) were further applied to determine whether there is a significant difference between the perceived existing culture and perceived past culture of the organization.

The results of the study showed that BIR-ISG is the Revenue Group responsible for the Bureau's Information Technology systems. Its functions include information systems development, information systems operations and information systems planning and quality service.

BIR-ISG has a Local Area Network that enables the LAN, e-mail, e-group, Winpop and the Unix Groupware to run in the workplace. Among the CMC tools available, E-mail is the most frequently used by everybody in communicating to their superiors, subordinates and peers. The Unix Groupware on the other hand, is what basically enables them to collaborate on authoring and editing documents, which is part of their daily routine.

Among the many topics available for communication, organizational information and task information are always on top of their priority to communicate with people in the organization. This is followed by problem solving, conflict-resolution and motivation. It was also revealed that relational information such as employee satisfaction, personal information and grapevine information are the least frequently exchanged messages through CMC.

From an analysis of the qualitative data, it appears that the culture of BIR-ISG is characterized by its organizational members' commonly shared positive attitudes towards work that are guided by their values such as honesty, integrity, commitment to work, respect and camaraderie. They believe that their desire to serve the country through efficient delivery of duties is their ultimate motivation to work. Their norms for behavior are simply doing what is expected of them and being tactful when talking about a co-worker. Their organizational culture is further manifested in their organizational logo; office lay-out such as equal cubicle space for employees and larger office space for superiors; jargons such as "database," "support" and "deliverables;" shared narratives about employees who rose from the ranks and corrupt examiners who have been expelled from office; and organizational practices such as "team building."

However from the analysis of the quantitative data, it seems that the culture of BIR-ISG is characterized by being "moderate" in the three cultural dimensions namely power distance (specifically the outsiders' distinction of managers from employees, unequal treatment of organization towards bosses and employees, employees level of discouragement from questioning authority, and level of employee slavery); uncertainty avoidance (specifically the management's level of entrusting employees with access to information, management's preference for predictablity to risk-taking and flexibility, and level of employees' restriction to rigid organizational rules and structures); and individualism (specifically the management's preference for individual performance to group collaboration, level of employees' motivation from personal concerns, level of employee collaboration, and management's impersonal treatment of employees); but "low" in masculinity (specifically the kind of values rewarded in the organization, qualification of women in the workplace, extent to which management interferes with employees' private lives, and differentiation of sex roles).

From a comparison of the quantitative data dealing with the before and after dimensions of culture, it appears that the introduction of CMC did not affect the levels of power distance and uncertainty avoidance which remained moderate, and masculinity which remained low. The individualism dimension however seemed to have changed due to CMC in that it moved from low to moderate. When the three dimensions were further analyzed, it appears that there are decreasing trends within the moderate level range of power distance and uncertainty avoidance, but an increasing trend within the low level range of masculinity-femininity dimension.

How these changes came about may be further explained by the roles that CMC played in the organization. It appears that CMC has been associated with the level of centralization, formalization, and upward communication in the organization, the extent of employees' mutual trust, collaboration with one another or isolation of members from the group, flexibility in task delegation, as well as the extent of equality of their male and female members.

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INTRODUCTION

Rationale

Organizations do not exist in a vacuum. They are rather embedded in different environments comprising the industry in which it operates and the larger society where it is geographically located. Both the industry and the larger society are shaped and influenced by a variety of factors such as its legal and political systems, its economic infrastructures, and its cultural and religious norms for behavior. It is in this context that organizations thrive and struggle to secure a competitive market niche while coping with environmental uncertainty. In so doing, members of organizations develop and foster common values, beliefs, attitudes and behavior that characterize their identity and distinguish them from other organizations with whom they co-exist.

These values, beliefs, attitudes and behavior that are commonly held by organization members are also referred to as Organizational or Corporate Culture. Corporate Culture is manifested in the organization members' unique use of language, creation and interpretation of symbols, sharing of narratives, and participation in various organizational practices.

Corporate cultures vary as the organization undergoes differing historical stages, as it functions according to their market demands, and as it resides in differing societies. Corporate cultures likewise vary according to the nature of the values, beliefs, attitudes and behavior that are commonly held by its members. Thus, the type of culture that an organization has is likely to be a product of a combination of these factors.

One approach that may characterize the type of corporate culture that an organization has, is to measure the extent to which power distance is accepted, uncertainty is avoided,

individualism is preferred to collectivism or vice-versa, and masculinity dominates over femininity in the workplace.

In the process of reinforcing corporate culture through management-initiated activities and employee interaction, it is subconsciously and almost effortlessly, transmitted from one generation of employees to the next. Communication plays an indispensable role in this process.

Briefly defined, communication is the exchange of information or ideas among people in certain contexts, through a medium. In the context of the organization, formal and informal messages are disseminated vertically and laterally via different media. Before the advent of computer technologies, management and personnel used to communicate face-to-face, through telephones and facsimiles, via letters or written memos, bulletin boards, meetings and gatherings.

Over the past decade, however, developments in Information Technology (IT) have increased dramatically. Technological convergence paved the way to networked computers such as the Internet, Local Area Network (LAN) and Intranets. Computers are no longer limited to automation and computing, nor are they simply passive repositories and organizers of information. Computers are now being used to communicate for different purposes. Thus, Computer-Mediated Communication (CMC) has become commonplace on all levels: individual, interpersonal, group, organizational and public/mass.

The initial years of CMC can be remembered by the popular and dominant notion that it is cold, impersonal and even superficial. Due to the lack of social and interpersonal cues in CMC, predictions that it might lead to feelings of alienation, isolation and dehumanization

were widespread. But as the years progressed, CMC scholars have proven that like traditional media, people can create, disseminate and perceive meaning through CMC.

The concept "Cyberspace" has emerged as the "spaceless place," where communication is possible without physical co-presence or even without knowing who is/are on the other end of the communication episode. In cyberspace, people can also exhibit characteristics of community-sharing, including a sense of purpose, norms for behavior, and traditions - elements and manifestations that signify the emergence of a "cyberculture."

To date, foreign studies regarding the formation and maintenance of cybercultures had been limited to the public level, that is, the Internet. "Netiquette," "Flaming" and "Emoticons" are only a few among the new cybercultures formed by the multitude of Internet users. Studies in cultural implications of identity-play and online community-making are still underway.

On the other hand, local empirical studies regarding CMC in the organizational level reveal only the changes it can bear on organizational performance. Among these are increased productivity (Paterno 1999), increased sales performance (Samson 1999), and increased efficiency in problem-solving and decision-making (Zabala 2000).

In 1999, Michael Principe learned that in Philam Life and General Insurance Company, the use of intranet has the capacity to enhance the use of positive Filipino values and do otherwise for its opposite. Although values is an element of culture, this does not directly answer questions that relate to the link between CMC and corporate culture per se.

Issues like "What is the role of CMC in the formation and maintenance of new cultures in the workplace?" or "Does it have the capacity and to what extent can it trigger new corporate cultures to emerge?" or "Can it induce culture change?" remain untouched.

Statement of the Problem

Given the previous discussion of existing literatures on the fields of Corporate culture and CMC, the researcher aimed to probe into the question: **"What is the perceived role of Computer-Mediated Communication (CMC) in the emergence of the existing organizational culture in Bureau of Internal Revenue-Information Systems Group (BIR-ISG)?"**

The researcher also arrived at the following sub-problems that aided in answering the main problem:

1. What is the organizational profile of BIR-ISG?

2. What CMC tools are currently used in BIR-ISG?

3. How do the employees of BIR-ISG use these CMC tools?

4. What is the present organizational culture of BIR-ISG?

5. What was BIR-ISG's organizational culture prior to the introduction of CMC in the workplace?

6. Is there a significant difference between the present and the past organizational culture of BIR-ISG?

7. What is the perceived role of CMC-use in the emergence of the existing organizational culture in BIR-ISG?

Hypotheses

Geert Hofstede's 1984 study of forty countries on the impact of national culture on the type of organizational culture show that Philippine companies scored high on Power Distance, low in Uncertainty Avoidance, low in Individualism and medium in masculinity. CMC in the Philippine setting was not yet widely used until the early 90's.

It can be assumed that implementing CMC in an organization can change the way employees and managers communicate. And this has the ability to alter the entire structure of the company. In particular, the increased flow of information across organizational lines may reduce the importance and power of the hierarchical structure. It also means that managers have to trust employees by giving them access to the data they need. Groupware fosters teamwork and collaboration in the attainment of organizational goals. All these could ultimately lead to lowering the Power Distance, Uncertainty Avoidance, Individualism and Masculinity in the organization's culture.

However, according to Lawrence Kincaid, Westerners are more likely to achieve understanding through verbal communication than Easterners who depend more on non-verbal cues (Littlejohn 1999: 10). Since most of the CMC tools that proliferate in the workplace are text-based, it is possible that CMC may not be much different in its mode of communication for the West, because they have been so accustomed to verbal communication. Unlike in the Philippine setting where even silence denotes communication, CMC might pose more as a deterrent than assistance to the maintenance of a corporate culture.

Objectives

The main objective of this study was to discover the perceived role of Computer-Mediated Communication (CMC) in the emergence of the existing organizational culture in Bureau of Internal Revenue-Information Systems Group (BIR-ISG).

In particular, it aimed to describe the organizational profile of BIR-ISG, to identify the CMC technologies that are currently used in BIR-ISG; to describe how the employees of BIR-ISG use these CMC tools; to find out what is the present organizational culture of BIR-

ISG; to find out what was the organizational culture of BIR-ISG prior to the introduction of CMC in the workplace; to find out whether there is a difference between the present and the past organizational culture of BIR-ISG and; to investigate what is the perceived role of CMC-use in the emergence of the existing organizational culture in BIR-ISG.

Significance of the Study

While notions that CMC has effects on corporate culture abound, there is a gap in knowledge as to how these two concepts co-exist in the workplace. This research tried to shed light into the issues regarding CMC in the workplace and its relation to corporate culture. As mentioned in the literature, corporate culture is significant to companies as it provides a sense of identity, belongingness and commitment for employees. On the organizational level, the results of this study aimed to yield a better understanding of how their CMC tools shape and maintain their most prized commonality, which is their corporate culture.

CMC has potential for a variety of consequences, some of which anticipated, some not. An understanding of what its role is in the emergence of an organization's culture is essential for Organizational Communication majors to identify. As future Information Managers, this knowledge will be useful in choosing and designing strategies for CMC-use. Ultimately, CMC-use that must be employed should enhance an organizational culture that will work for the achievement of organizational goals, not leading to one that will be detrimental to organization members' well-being and to the functioning of the organization.

Further researches could be triggered from the results of this study as new technologies conquer the workplace.

Scope and Limitations

This study focused only on the role of CMC to the emergence of Bureau of Internal Revenue-Information Systems Group (BIR-ISG)'s existing organizational culture under the typology proposed by Geert Hofstede. It did not describe the processes underlying the specific roles that CMC played in the emergence of the existing organizational culture.

CMC tools that have been studied here were the Local Area Network (LAN), Intranet, e-mail, Listserv or e-group, Winpop, and the Unix Groupware. It did not include communication technologies that are used by BIR-ISG for external communications.

Organizational culture had been studied only in terms of how power distance is accepted, how uncertainty is avoided, how individualism is preferred over collectivism or vise-versa, and how masculinity dominates over femininity in the workplace as perceived by BIR-ISG employees. Cultural forms like language, symbols, narratives and practices, have been described based only on the qualitative analysis of interviews with BIR-ISG superiors.

The second part of the survey which involved questions on the messages communicated vertically and horizontally was adapted from a previous study (Mejia 1998). Hence, other possible messages communicated in different directions were not included in this study.

The respondents' answers on questions concerning their organizational culture prior to CMC introduction depended mostly on their memory or their ability to recall the the past. Such length of time is acknowledged to have posed difficulty for the repondents to yield highly acccurate answers to the questions.

Using a chi square for the analysis of data had been limited to that of accepting the existence of significant difference only between certain dimensions of organizational culture. It was not intended to specify the magnitude and extent of the difference.

The results of this study may be true only in BIR-ISG as the use of CMC tools and organizational cultures vary across organizations. Furthermore, as technological convergence continues to develop drastically, the results of this study may be deemed obsolete as new CMC technologies conquer the workplace and cause new organizational cultures to emerge.

Chapter II
REVIEW OF RELATED LITERATURE

Organizational Culture

Organizations do not exist in a vacuum. They are rather embedded in different environments comprising the industry in which it operates and the larger society where it is geographically located. Both the industry and society are shaped and influenced by a variety of factors such as its legal and political systems, its economic infrastructures, and its cultural and religious norms for behavior. It is in this context that organizations thrive and struggle to secure a competitive market niche while coping with environmental uncertainty. In so doing, members of organizations develop and foster common values, beliefs, attitudes and behavior that characterize their identity and distinguish them from other organizations with whom they co-exist.

These values, beliefs, attitudes and behavior that are commonly held by organization members compose the core of an organization's culture or Corporate Culture. Several but related definitions of corporate culture abound the literature of Management and Organizational Behavior. Corporate Culture is "the unique mental programming of the organization" that distinguishes its members from other organizations (Geert Hofstede quoted in Tosi, Mero and Rizzo 2000: 353; Jocano 1990: 21). A simpler definition of corporate culture is "the way we do things around here" (Deal and Kennedy quoted in Collins 1998: 108). Another vague, yet sensible definition of corporate culture is the "seemingly mysterious and irrational" side of human behavior at work (Schein 1990: 23).

So far, the most comprehensive definition contributed for the explication of the concept is that of Buchanan and Huczynski (1997). They defined corporate culture as the set

of "relatively uniform and enduring beliefs, values, customs, traditions and practices which are shared by organization members" and which are transmitted across generations of employees (512).

Elements

Four elements constitute the core of corporate culture. These are the values, beliefs, attitudes and norms that are commonly held by organization members. Because these operate in a taken-for-granted fashion (Schein 1990: 23), organization members are seldom aware that these underlie much of their behavior at work.

Values pertain to the moral, societal or religious principles that individuals have learned since childhood and have modified through maturity (Buchanan and Huczynski 1997: 519). It results in feelings of pride or humiliation as it gives people a sense of conscience as to what is correct or wrong (Williams, Dobson and Walters 1993: 44). **Beliefs,** on the other hand, refer to the information that an individual has about the organization and the situation within it. It does not automatically denote a preference for or against anything (Buchanan and Huczynski 1997: 519). Beliefs are learnt (Williams et al. 1993: 39) and so are **attitudes.** However, it has the tendency to respond either favorably or unfavorably to certain objects or ideas (Buchanan and Huczynski 1997: 519; Williams et al. 1993:43). **Norms** are usually based on the values and beliefs that organizations prescribe for individual and group behavior. Thus being the desired modes of behavior, norms produce outcomes that reinforce shared values and beliefs among members of an organization (Buchanan and Huczynski 1997: 519).

Manifestations

Corporate Culture is seldom written down or discussed, but it can nevertheless be learned through its manifestations and by becoming part of the organization. Also referred to as **cultural forms**, these manifestations are the communication behaviors that embody organizational culture that organization members consciously engage in (Neher 1997: 134).

Symbols are signs that depict verbal or non-verbal meanings that generally do not relate to them. It can be any object, act, event that signifies particular values of an organization's culture (Trice and Beyer 1990: 5). Symbols can be classified into proxemics, objectics, and chronemics. Proxemics concern the use of space like buildings and office lay-out (Trice and Beyer 1990: 5) that may communicate values such as collaboration, openness and cooperation or its opposite values, hierarchy and specialization (Neher 1997: 135). As such, it can also distinguish status and power differences between individuals and groups at the same level (Tosi et al. 2000: 360). Objectics refer to the presence and utilization of objects that are manufactured by people to facilitate their activities (Trice and Beyer 1990: 5). Uniforms, computers, and other office appliances belong to this classification. Objects that may denote a special meaning for the organization can become company logos (Neher 1997: 135). The strategic use of time that symbolize an event's importance (or lack of it) is chronemics (Neher 1997: 135).

The most obvious communication dimension of organizational culture is its members' unique use of **language** (Wood 1998: 321). Like the mother tongue of a country, its members best understand the organization's language and using it properly is one way of identifying who is a member of a particular culture (Tosi et al. 2000: 360). Furthermore, its everyday use helps companies sustain their corporate culture (Greenberg & Baron 1995: 478). The

organization's language comprises gestures, slogans and sayings, slang and jargon, jokes and humor and metaphors.

Gestures are bodily movements used to convey meaning. It can be used as language when it has direct verbal translations (Trice and Beyer 1990: 5; Neher 1997: 137). Slogans and sayings summarize cultural ideas and values of an organization as in the case of their expression of their mission and visions for the company. Slang refers to the informal or colloquial vocabulary while jargon pertains to highly technical terminology that sets members of an organization apart from other people and emphasizes their roles in their culture. The use of humor and jokes, which tell whether something is funny and why, often depends on an insider's understanding and background experience. To convey a complex idea or image of the organization more easily, metaphors can be used (Neher 1997: 136).

As members of the organization interact, they inevitably weave coherent **narratives** out of their common experiences to create meaning in their work life (Wood 1998: 322). Narratives are more elaborate forms of verbal communication through which stories, myths, sagas, folktales and heroes in the organization's culture arise. How much truth or how much fiction that are in these narratives does not matter; what is important is that they have the capacity to transmit organizational values to others (Tosi et al. 2000: 359).

Stories often combine truth and fiction to briefly narrate events that have happened in the organization (Trice and Beyer 1990: 5). It usually contains narratives about the organization's founders and key decisions made by individuals that affect company's future course (Buchanan and Huczynski 1997: 522). It is commonly shared by word of mouth and its purpose is to describe not what did happen but what should have happened (Neher 1997:

137). Another important function of stories is to socialize new members into the culture of an organization (Wood 1998: 322).

Even more complex narratives are myths. Myths often lack factual basis but they intend to provide justifications and universal explanations to both values and important organizational beliefs (Buchanan and Huczynski 1997: 522; Neher 1997: 137). It likewise generates an unquestioned belief about the practical benefits of certain techniques and behavior that is adopted in the organization (Trice and Beyer 1990: 5; Tosi et al. 2000: 359).

Individuals who personify the values of the culture and provide role models for emulation have the makings of an organization's heroes. Heroes frequently include employees whose performance is judged to be outstanding such as the company founders and their visionary managers (Buchanan and Huczynski 1997: 522). Sagas are narratives that deal with heroes and historical narratives describing the unique accomplishments of a group and its leaders (Buchanan and Huczynski 1997: 522; Trice and Beyer 1990: 5). It is usually longer that stories as it takes the heroes (or heroines) through several challenges and triumphs (Neher 1997: 137).

Folktales are completely fictional narratives which nevertheless carry a message for employee behavior and practice (Buchanan and Huczynski 1997: 522; Trice and Beyer 1990: 5).

Practices are the most complex of cultural forms. These are extended performances and practices involving both verbal and symbolic nonverbal communication (Neher 1997: 137). Practices include rites and rituals.

Rituals involve repetitive techniques or performances completed by members of the organization in the same order regardless of practical necessity (Neher 1997: 138; Trice and

Beyer 1990: 5). Being routinary, rituals are perceived by members of the organization as familiar, thus reinforcing the key ideas, values, beliefs, and norms of the company (Buchanan and Huczynski 1997: 523; Wood 1998: 324). Rituals may be classified into personal, social, and task rituals (Wood 1998: 325). Personal rituals are performances in which individuals routinely engage in to define themselves. Social rituals are standardized performances that affirm relationships among members of organizations. Task rituals are repeated and standardized task performances that help members perform their jobs. These include forms and procedures that members of organizations are expected to adopt in doing various things.

Rites are elaborate and dramatic planned sets of activities that focus on different expressions of aspects of cultural ideology in a single event (Buchanan and Huczynski 1997: 523; Neher 1997: 138; Trice and Beyer 1990: 5; Wood 1998: 324). There are six different kinds of rites, each signifying a different purpose for the fluid direction of the organization's culture. These are rites of passage, rites of degradation, rites of integration, renewal rites, enhancement rites and conflict resolution rites (Wood 1998: 324; Tosi et al. 2000: 361).

Rites of passage are used to highlight a member's entry into a different (usually higher) level in the organization. Its opposite, rites of degradation, punish members who exhibited objectionable behavior in the workplace. Rites of integration serve to affirm and enhance the sense of community in an organization. Examples of these are company outings, office parties, informal gatherings and even meetings. Rites for managing change, also called renewal rites, aim to revitalize and update organization members. Enhancement rites shower praise and glory on individuals or teams that represent the organization's self-image. Lastly, conflict-resolution rites such as arbitration and Collective Bargaining Agreement (CBA), are standard methods of dealing with differences and discord.

Types of Culture

Corporate cultures vary as they undergo differing histories, as they function according to their market demands, and as they reside in differing societies. They likewise vary according to the nature of the values, beliefs, attitudes and behavior that are commonly held by its members. Thus, the type of culture that an organization has is likely to be a product of a combination of these factors. One approach that may characterize the type of corporate culture that an organization has, is to measure the extent to which power distance is accepted, uncertainty is avoided, individualism is preferred to collectivism or vice-versa, and masculinity dominates over femininity in the workplace (Geert Hofstede quoted in Collins 1998: 112).

Power Distance refers to the degree to which social inequality is expected and accepted (Collins 1998: 113; Tosi et al. 2000: 345; Williams et al. 1990: 25). In countries with high power distance such as Argentina and Spain, managers are actually expected to act in a powerful manner. Consequently, existing relationships between superiors and subordinates are characterized by low trust with the latter avoiding disagreement and preferring to be directed by the boss. Only the boss makes the decisions and carries the responsibility (Buchanan and Huczynski 1997: 356). In Australia and Canada, countries scoring low in this dimension, collegial relationships thrive with greater mutual trust. Employees are likewise expected to be involved in decision-making.

Uncertainty Avoidance assessed the degree to which a culture encouraged or discouraged risk-taking and its ability to tolerate ambiguity (Buchanan and Huczynski 1997: 356; Collins 1998: 114). Cultures that are high in uncertainty avoidance prefer to have stability and predictability in their lives and exhibit lower tolerance for deviant persons or

ideas (Tosi et al. 2000: 345). It adheres to formality and structure to avoid ambiguity (Williams et al. 1990: 25).

The **Individualism-Collectivism** spectrum measures the extent to which the culture emphasized individualist as opposed to group concerns. It also assessed the degree to which those in a society prefer individual action to collective action (Tosi et al. 2000: 346). In individualist cultures (US and Canada) stress was placed on individual performance, achievement, initiative and assessment. An individual's concern only extended to himself and his immediate family. Whereas collectivist cultures (Singapore and Philippines) emphasized wider loyalties to the extended family. In return, the individual received support and protection for giving loyalty (Buchanan and Huczynski 1997: 356; Collins 1998: 113; Williams et al. 1990: 25). Also in collectivist cultures, one is expected to interact with group members.

Masculinity-Femininity pertains to the extent to which gender dominates in the workplace, or to which a culture strongly differentiates between typically male roles that exhibit assertiveness and female roles that characterize nurturance (Tosi et al. 2000: 346). Countries with masculine cultures like Italy and in South Africa, have a high level of male-female role differentiation. The emphasis was on money, material possessions and ambition. While feminine cultures (Netherlands and Scandinavian countries) focused more on environment, quality of life and caring, flexibility in gender roles and greater flexibility between sexes (Buchanan and Huczynski 1997: 357; Collins 1998: 114; Williams et al. 1990: 25).

Functions

If a particular culture emerges in an organization and is consciously maintained by its members, it could only mean that it serves some purpose for the members of that organization (Williams et al. 1993: 32). Bearing the organization's core values, attitudes, beliefs and norms, corporate culture provides a sense of identity for employees. This increases their commitment to the company by making their work more intrinsically rewarding and making them identify more closely with fellow workers (Buchanan and Huczynski 1997: 515). As an organization's shared perceptions and values are more clearly defined, people can more strongly associate themselves with their organization's mission and feel a vital part of it (Greenberg and Baron 1995: 472).

Corporate culture also allows members of the organization to make sense of what goes on around them, thus, enabling them to interpret the meaning of different organizational events (Buchanan and Huczynski 1997: 515). With this, people will feel that they are part of a larger well-defined whole and involved in the entire organization's work. It ultimately reminds people of what their organization is about (Greenberg and Baron 1995: 472).

Finally, corporate culture helps reinforce the values of the organization. It serves as a control device for management with which to shape employee behavior (Buchanan and Huczynski 1997: 515). In other words, culture guides employees' words and deeds by making it clear to them what they ought do or say in a given situation (Greenberg and Baron 1995: 472).

Formation and Change

Like any phenomenon, a corporate culture has its roots. Generally, corporate cultures evolve from the initial foresights of the company's founders. It subjects itself to modification

as it adapts to its external environment. Then, it stabilizes as internal interaction among organization members flourish. And in this interaction, communication plays an indispensable role to the formation and change of corporate cultures.

Company founders, possessing dynamic personalities, strong values and clear visions of how their organizations should operate, have the opportunity of initially shaping their organization's culture since they were on the scene first. They play a key role in hiring initial staff. In this stage, they could easily reject people who do not fit to their cultural standards, thus filtering culturally qualified individuals. Their attitudes and values are readily transmitted to new employees as they orient them. These, in turn, become accepted and persist long after the founders are no longer there (Buchanan and Huczynski 1997: 475).

Every organization must find a niche for itself in its industry and in the marketplace. As it struggles to do so in its early days, it may find that some values and practices work better than others (Buchanan and Huczynski 1997: 475). These, added to the values and practices endorsed by company founders can refine a better culture that will work for the efficiency of the organization. However, when the needs which the organization exists to address changes, its culture must likewise adapt in order to survive (Collins 1998: 112).

Through participation in group tasks and discussions, organization members can directly observe and be influenced by other people's beliefs, attitudes and values. If they find that certain behavior produce desirable results, they will tend to imitate these as new habits for their own convenience. Because contact and interaction with other people, group discussion, role playing, skills learning and task performance all provide an opportunity for learning and experimenting with new forms of behavior, they are more likely to modify an organization's culture (Williams et al. 1993: 50).

Culture and Communication

Communication is crucial to keep an organization functioning. Internally, communication is used to keep the organization running as one interdependent system. Messages and data are constantly transmitted among and across personnel and managers. Personnel collect data and share it with colleagues and summarize it for managers. Managers use the information to make decisions that will shape the future of the organization. Changes are implemented as new policies and procedures, which result in new messages that will be disseminated throughout the organization. External communication, on the other hand, is vital for collecting data about customers and suppliers and for providing information to shareholders and governmental agencies.

Communication is likewise the means for transmitting an organization's culture. Communication among members of organizations creates, sustains, and sometimes alters the culture. Everyday, organization members are exposed to communications. These include oral instructions from a manager, written memos, in-house journals, letters from the chairman and videos or conferences on company plans. These may be intended to influence their beliefs, attitudes and behavior, which can have an impact on an organization's culture.

Reciprocally, culture shapes and directs the kinds and patterns of communication conducted within the organization (Neher 1997: 144; Wood 1998: 319). Without knowledge of an organization's culture it would be difficult to understand the meaning of a particular message or interchange (Neher 1997: 127)

Computer-Mediated Communication (CMC)

Over the past decade, developments in Information Technology (IT) have increased dramatically. Since then, doing business has never been the same. Technological

convergence paved the way to networked computers such as the Internet and the World Wide Web. Companies have hooked their businesses online in quest for larger market shares. Now, more than ever, more and more information is being processed everyday as transactions quadruple by the fraction of a second.

To cope with all of these more efficiently, internal computer networks have been incorporated in the workplace. Networks such as the Local Area Network (LAN) and Intranet are used to share data, software and hardware and to communicate throughout the company (Post and Anderson 2000: 227). Computers are no longer limited to automation and computing, nor are they simply passive repositories and organizers of information. Computers are now being used to communicate for different purposes. Thus, Computer-Mediated Communication (CMC) has become common in all levels, including the organizational context.

Definition

Computer-Mediated Communication (CMC) is "a process of human communication, via computers, involving people, situated in particular contexts, engaging in processes to shape media for a variety of purposes" (December 1997). Simply, it is both the task-related and interpersonal communication conducted through a computer (Ferris 1997).

Internet

At the public level, CMC is made possible via Internet applications such as the Web, e-mail, FTP, Telnet and Internet Relay Chat (IRC). The **Internet** is a worldwide network of networks throughout the world. It was first used as a means to exchange data among major US universities and connections to various military organizations and US Defense suppliers

(Post and Anderson 2000: 252). The Internet has grown rapidly since it was opened for public consumption. Now, most organizations have access to Internet.

One of the fastest-growing Internet applications is the **World Wide Web**, which was first developed in 1990. The Web enables the display of rich graphical images, pictures, full-motion video, and sound. It is the most common way for businesses to establish their presence on the Internet. The Web has two application software packages, a Web browser on the client and a Web server on the server. Web browsers and servers communicate with each other using a standard called HTTP (Hypertext Transfer Protocol). Most Web pages are written in HTML (Hypertext Markup Language), but many also use other formats. The Web contains information on just about every topic under the sun, but finding them and making sure that the information is reliable are major problems (Fitzgerald and Alan 1999: 64).

With **e-mail**, users can send messages electronically to individuals or groups of individuals in a distribution list (Marine, Kirkpatrick, Neou, Ward 1994: 212). Most e-mail software enables users to send text messages and attach files from word processors, spreadsheets or graphics programs (Fitzgerald and Alan 1999: 43). **File Transfer Protocol** (FTP) makes it possible for someone to send and receive files over the Internet (Fitzgerald and Alan 1999: 47). A file can be moved from one computer to another, even if each computer has different operating system and file storage format. Files may be data, programs, text - anything that can be stored online (Marine et al. 1994: 225). **Telnet** enables users on one computer to log in to other computers on the Internet (Fitzgerald and Alan 1999: 47). It allows an Internet user to log in to a remote host from his local host. Once connected and logged into the remote host, a user can enter data, run programs, or do any other operation just as if he were logged in directly to the remote host (Marine et al. 1994: 228).

Internet Relay Chat (IRC) is a specialized website that provides a way of communicating in real time with people from all over the world. It consists of various separate networks of IRC servers, machines that allow users to connect to IRC (Caraballo and Lo 2000). It is similar to an electronic Bulletin Board but its messages cannot be saved. One can only see messages from people who are currently online (Post and Anderson 2000: 233).

Corporate Communication Networks

A **LAN** (Local Area Network) is a privately owned communication network that serves users within a confined geographical area (Williams et al. 1999: 377) that is connected by a common circuit (Fitzgerald and Alan 1999: 12). A LAN covers a clearly defined small area, such as one floor or work area, a single building, or a group of buildings. In general, LANs use multi-point circuits, where all computers must take turn using the same shared circuit (Fitzgerald and Alan 1999: 12).

LANs can be classified into two types: client/server and peer-to-peer. Client/server LANs consist of microcomputers requesting for information, called clients, and servers, that provide service and connection. On the other hand, a peer-to-peer LAN is one in which all microcomputers on the network communicate directly with one another without relying on a server (Williams et al. 1999: 380).

Intranets are internal corporate networks that use the infrastructure and standards of the Internet and the Web (Williams et al. 1999: 334). Intranets usually run on a LAN connection. It consists of large-scale searchable company databases stored in Web format and can be accessed by any authorized employee. Intranets connect all the types of computers regardless of their operating systems (i.e. PC, Mac).

CMC Applications

In the workplace, a LAN or an Intranet enables organization members to perform CMC by supporting CMC software such as e-mail, Bulletin Board System (BBS), newsgroups, document-based groupware and Group Support System (GSS).

Computer networks can be used to send messages to other people, much like the telephone or mail. This technique is called electronic mail or **e-mail** for short. By connecting computers, one person can send a message to any other user connected to the mail system (Post and Anderson 2000: 231).

An electronic bulletin board system (BBS) is similar to a physical bulletin board, except that people access it from computers. The **BBS** allows users to post comments, pictures, and files for other people to view or copy. Bulletin boards are usually organized by topics, and can be searched for specific phrases or comments. They are a useful way of disseminating information that is of interest to many different people (Post and Anderson 2000: 233).

Discussion groups are collections of users who have joined together to discuss some topic Discussion groups are formed around just about every topic imaginable. Some are short-lived, while others continue indefinitely. Two are commonly used for business: usenet newsgroups and listservs (Fitzgerald and Alan 1999: 49). A **newsgroup** is an Internet feature similar to a bulletin board in that it carries comments from many people. It is designed to be copied from server to server so that the comments are available to a wide audience (Post and Anderson 2000: 233). More highly monitored newsgroups are generally more accurate and more valuable to business (Post and Anderson 2000: 233). A **listserver** (or listserv) is simply a mailing list. The listserv processor processes listserv commands such

as requests to subscribe and unsubscribe, while listserv mailer mails any message it receives to everyone on the mailing list (Fitzgerald and Alan 1999: 64).

Groupware is a software that helps groups of people to work together more productively. Groupware permits people from the same or different places to communicate either synchronously (at the same time) or asynchronously (at different times). With it, people can exchange ideas, debate issues, make decisions, and write reports without actually having to meet face-to-face (Fitzgerald and Alan 1999: 48).

One of the best-known document-based groupware programs is Lotus Notes. With Notes, each individual computer has access to the master document (Williams et al. 1999: 333). When one person makes a change to the document, the change is highlighted for everyone to read and approve (Post and Anderson 2000: 234). Commenting allows a user to insert comments in a document while reviewing allows other to edit the document. Different colors can be assigned to different reviewers so as to identify which viewer made the suggestion. The writer can view the document and decide whether to accept or reject each suggestion (Lesikar, Dettit and Flatley. 1999: 491).

In addition, Notes has the advantages of offering better security and the ability to synchronize multiple kinds of databases. Recently, groupware has become the glue that ties organizations together (Williams et al. 1999: 333). Because of the increasing demands on Lotus Notes, Microsoft has launched its own brand of groupware, the Microsoft Exchange while Netscape has launched its Communicator. Both serve the purpose of fostering workgroup computing, or collaborative work among organizations.

Group Support Systems (GSS) are software tools designed to improve group decision making in special-purpose meeting rooms. These rooms are equipped with special

purpose GSS software that enables participants to communicate, propose ideas, analyze options, evaluate alternatives and so on. Typically, a meeting facilitator assists the group (Fitzgerald and Alan 1999: 52; Lesikar et.al. 1999: 492). In the GSS meeting, group members can discuss issues verbally, as they could in any meeting room. However, they can also use the computers to type ideas and information, which are then shared with all other group members in the network (Fitzgerald and Alan 1999: 53).

Teleconferencing refers to meetings, formal or informal, conducted among people who are geographically separated. Teleconferencing can take several forms and they differ in the extent to which they imitate face-to-face meetings (Wood 1998: 415).

Computer conferencing allows multiple participants to send and receive electronic mail sequentially. Many computer systems allow what is called chat mode or interactive exchange. Computer conferencing without video means that communicators cannot see and hear one another or give and receive immediate feedback (Wood 1998: 415). Video conferencing provides real-time transmissions of video and audio signals to help people at different locations to have a meeting. Video conferencing can be done in special-purpose meeting rooms that have one or more cameras and several video display monitors to capture and display the video signals. The fastest growing form of videoconferencing is desktop conferencing, in which small cameras are installed on top of each user's computer so that participants can hold meetings from their offices. The key benefits of videoconferencing are the time and cost savings from reduced travel (Fitzgerald and Alan 1999: 64).

Impact of CMC

Generally, CMC positively transforms the workplace. CMC tools dramatically changes the way people interact. Communication is relatively simpler and faster and anyone

can directly communicate with someone else, even without leaving his desk. Since the primary task of most office workers is the processing and communication of information, it is expected that improved communication can provide large paybacks in increased productivity.

Implementing CMC in an organization changes the way employees and managers communicate. And this has the ability to alter the entire structure of the company. In particular, the increased flow of information across organizational lines reduces the importance and power of the hierarchical structure. Because of the seemingly anarchic (or at least unstructured nature of many computer networks), CMC cuts across or break down boundaries and hierarchies (Jones 1998: 27).

It also means that managers have to trust employees with access to company information. In effect, jobs can be accomplished faster and with higher quality (Post and Anderson 2000: 230).

E-mail paves way for asynchronous communication between people without the burden of having a dozen of cluttered messages in the answering machine, also known as the telephone tag (Neher 1997: 177). With e-mail, people no longer need to coordinate their schedules to convey a message as with the case of a telephone conversation, which is also more costly. Teleconferencing, having the ability to connect many people from different geographical locations, also decreases time and travel costs. Groupware fosters teamwork and collaboration in the attainment of organizational goals.

GSS enables people to express their ideas more freely through anonymity, which transcends individual's tendency to conform to group pressure (Fitzgerald and Alan 1999: 53). Also with GSS, decision-making processes is not only more structured, but it also can be

more quickly arrived at. Studies of GSS have shown that its use can reduce the amount of time taken to make decisions by 50 to 80 percent (Fitzgerald and Alan 1999: 53).

Just as it can greatly improve communication, CMC also poses problems for the organization. Among these include, information overload, conflicting goals and isolation. Since communication is easier to conduct, information can also be acquired in large quantities in little time, which might lead to an information overload. This deluge of information sometimes threatens to overwhelm its receivers (Wood 1998: 420). Identifying priorities and avoiding getting distracted by less significant issues therefore need to be developed by employees to manage this glut of information (Fitzgerald and Alan 1999: 57).

To help the organization achieve its goals, it is essential for employees to contribute information and help each other. This however, as perceived by Fitzgerald and Alan (1999), takes time from the person contributing the information and slows down their performance, which sets up conflicting goals for employees. Whether or not they ought to help others do their work at the expense of taking time away from their job performance confuses some employees (57).

Where as it is true that CMC overcomes proximity, employees may be interacting less with their co-workers on the face-to-face level and be isolated (Jones 1998: xiii; Williams et.al. 1999: 572).

CMC and Culture

The initial years of CMC can be remembered by the popular and dominant notion that it is cold, impersonal and even superficial. Due to the lack of social and interpersonal cues in CMC, predictions that it might lead to feelings of alienation and dehumanization were widespread. But as the years progressed, CMC scholars have proven that like

traditional media, people can create, disseminate and perceive meaning through CMC (December 1997).

The concept "Cyberspace" has emerged as the "spaceless place," where communication is possible without physical co-presence or even without knowing who is/are on the other end of the communication episode. In cyberspace, people can also exhibit characteristics of community-sharing, including language, a sense of purpose, norms for behavior, and traditions - elements and manifestations that signify the emergence of a "cyberculture" (Baym 1998: 61).

So far, foreign studies regarding the formation and maintenance of cybercultures had been limited to the public level, that is the Internet. "Emoticons," "Netiquette," "Flaming" and "Spamming" are only a few among the new cybercultures formed by the multitude of Internet users.

To complement the loss of interpersonal and social cues in anonymity, **emoticons** are used in expressing one's feeling while online. Emoticons are keyboard-produced pictorial representations of expressions (Williams et al. 1999: 339). Emoticons combine punctuation marks and symbols. Read sideways, these depict faces that the reveal sender's mood. Sometimes, they are also called "smileys" (Baym 1998: 52; Chenault 1998).

Netiquette, short for "Net Etiquette," are guides to appropriate behavior while online (Williams et al. 1999: 338). Examples of Netiquette are reading of FAQs (Frequently Asked Questions) before posting a question to the usenset, to avoid repitition of messages. Some netiquette blunders are typing with the CAPS LOCK key on - the Net equivalent of yelling - discussing subjects not appropriate to the forum, repetition of points made earlier, and improper use of the software (Williams et al. 1999: 339).

A form of speech unique to online communication, **flaming**, is writing an online message that uses derogatory, obscene, or inappropriate language. Most flaming happens when someone violates online manners or netiquette (Williams et al. 1999: 338). **Spamming**, the act of sending unsolicited mail, is especially irksome. A spam includes chain letters, advertising, or similar junk mail (Williams et al. 1999: 339).

IRC participants have also developed **acronyms** in expressing uniform ideas such "lol," which means "laughing out loud," when something is perceived to be humorous; "np," which stands for "no problem;" or "wtf," which translates to "what the f**k" in verbal language (Caraballo and Lo 2000).

Like traditional cultures which can be manifested in the use of **chronemics**, CMC also conveys nonverbal cues in time-related messages. Different uses of time in e-mail affect interpersonal perceptions of CMC correspondents. Time interacts with message content such that a social message sent at night is more intimate affectionate that a social message sent during the day, and a task message sent at night is less intimate/affectionate than one that is sent during the day. Time interacts with message content such that a slow reply to a social message is more intimate/affectionate than a prompt reply to a social message while a prompt reply to a task request is more intimate/affectionate than a slow one (Chenault 1998).

Another culture developed in public CMC is its user's creation of their online identities. Many analyses have focused on how anonymous users can switch genders, appearance, sexual orientation, and countless other usually integral aspects of the public self as well as take on multiple identities. In general, the work on on-line identity demonstrates a scholarly fascination with how anonymity can be used to invent alternative versions of one's self and to engage in untried forms of interaction, thus theoretically problematizing the

notions of "real self." IRC users are able to express and experiment with aspects of their personality that social inhibition would generally encourage them to suppress (Baym 1998: 54; Wood 1998: 425).

Aside from identity-playing, CMC participants can also engage in relationships with other participants. In some cases, people go into CMC with pre-existing face-to-face relationship, as is the case when colleagues in the same office use CMC (Baym 1998: 57). People also construct new relationships within computer-mediated groups. However, in electronic communities, where people are linked only in cyberspace and sharing no concrete physical location, community membership is just a simple matter of subscribing or unsubscribing to a bulletin board or electronic newsgroup (Wood 1998: 423). And such mobility, in Steven Jones (1998) opinion, "may not oblige participants to deal with diversity thus reinforcing user's biases" (3).

Amidst the ongoing studies on CMC that relate to identity-play and community-making, the fact remains that it is indeed possible for cultures to flourish through CMC media. Media, like CMC, may affect not only the form but also the content and meaning of communication, but it nonetheless has the capacity to induce cultures to emerge even in the most virtual of settings.

Implementing CMC in an organization changes the way employees and managers communicate. And this has the ability to alter the entire structure of the company. In particular, the increased flow of information across organizational lines reduces the importance and power of the hierarchical structure (Jones 1998: 27), thus minimizing the gap between superiors and subordinates.

It also means that managers have to trust employees by giving them access to the data they need (Post and Anderson 2000: 230), denoting lessened avoidance of uncertainty. Groupware fosters teamwork and collaboration in the attainment of organizational goals (Williams et al. 1999: 333), consequently increasing the organization's cohesiveness through its workers' sense of collectivism.

Chapter III
METHODOLOGY

Research Design

This study aimed to discover the role of Computer-Mediated Communication (CMC) in the emergence of the existing organizational culture in an organization. As such, it utilized the exploratory-descriptive approach in answering the problem. In particular, a case study was applied as the author conducted the research in one organization only, which is Bureau of Internal Revenue-Information Systems Group (BIR-ISG).

As a descriptive research, it described the CMC technologies that are currently used in BIR-ISG and how the employees of the organization use these CMC tools. It also described the present organizational culture of BIR-ISG as well as that of prior to the introduction of CMC in the workplace.

As an exploratory research it discovered whether there is a difference between the present and the past organizational culture of BIR-ISG and investigated on the perceived role of CMC-use in the emergence of the existing organizational culture in the said organization.

Population and Sampling

Employees of BIR-ISG served as the subjects for the research. For the qualitative data, five (5) BIR-ISG key persons were purposively sampled and interviewed. This group includes an ISOS Senior Network Administrator, an IPQS Division Chief, an ISDS Division Chief, an ISDS Cell head, and a Senior Information Technology Officer. They have been employed in BIR-ISG for a range of eight to ten years and their ages range from thirty two (32) to thirty eight (38) years.

For the quantitative data , the target of the study was a census of those who are active CMC users and have been employed at least a year prior to the installation of LAN and other

CMC tools in the workplace. Out of the five hundred (500) CMC users in BIR-ISG, only seventy-eight (78) employees qualified for this category and all of them were taken as subjects. A questionnaire was distributed to all of them, but only sixty five (65) or eighty three percent (83%) have been filled out and returned.

The subjects consist of twenty four (24) men and forty one (41) women. Their ages ranged from thirty (30) to forty five (45), while their years of stay in the organization ranged from eight (8) to twenty (20) years.

Tools for Data Gathering

The data gathering tools that were used were a questionnaire for the Senior Information Technology Officer, an interview schedule with the Senior IT Officer and other four key persons in BIR-ISG, and a survey questionnaire for the employees.

First, a questionnaire was prepared for the Senior Information Technology Officer. The answers to the questionnaire revealed what kind of network prevails in the company, and the CMC tools that runs in the network. An interview schedule followed and the interview focused on discovering the rationale for the introduction of CMC in the workplace, when the CMC tools have been introduced in the organization, number of active CMC users, whether or not the objectives of the networking have been achieved, and other significant changes in the workplace after such technological advancement.

Then, an interview schedule was set with four key persons of BIR-ISG. The structured interview focused on the past and present organizational culture of the organization as well as their insights on the changes brought about by the introduction of CMC in the workplace. Such information had been valuable as the qualitative answers for the survey questionnaire.

Finally, the employees of BIR-ISG were given a self-administered four part survey questionnaire. The survey questionnaire was a checklist in nature. The first part involved Likert scales about their CMC usage and the messages communicated in the organization. The second part involved Likert scales about their perceived existing organizational culture, while the third, on the organizational culture prior to the introduction of CMC in the workplace. The last part involved "yes" and "no" options on their perceived role of CMC in the emergence of their existing organizational culture.

Tools for Data Analysis

The data gathered from the structured interviews with BIR-ISG key people were analyzed using the qualitative technique. The interview schedule with the Senior Information Technology Officer yielded the information regarding the rationale for the introduction of CMC in the workplace, when the CMC tools have been introduced in the organization, number of active CMC users, whether or not the objectives of the networking have been achieved, and other significant changes in the workplace after such technological advancement. The interview schedule with the four other BIR-ISG superiors yielded information about the past and present organizational culture of the organization as well as the changes brought about by the introduction of CMC in the workplace.

Descriptive statistics such as frequencies, percentages, and ranking were used to analyze the results of the survey questionnaires. To be able to assign values to the weighted mean, data from the second and third part of the survey questionnaire were treated as follows: "Strongly Agree" corresponds to **very high**; "Agree" corresponds to **high**; "Neither Agree nor Disagree" corresponds to **moderate/medium**; "Disagree" corresponds to **low**, and; "Strongly Disagree" corresponds to **very low**. Thus, the values of the weighted mean

are assigned in the following manner: 1.0 to 1.49 is **very high**; 1.5 to 2.49 is **high**; 2.5 to 3.49 is **moderate/medium**; 3.5 to 4.49 is **low**, and; 4.5 to 5 is **very low**.

Inferential statistics was further applied to determine whether there was a significant difference between the past and the existing organizational culture of the organization. This involved the weighted mean and six chi squares (x^2), a pair of before and after chi square comparisons for the three dimensions of organizational culture, power distance, uncertainty avoidance, and masculinity-femininity. To arrive at the answer for the difference in each dimension, the confidence level was set at ninety five percent (.05) and the degree of freedom at three (3), thus the critical value was pegged at 7.815. (Please see computation in Appendix E.)

Chapter IV
DATA PRESENTATION AND ANALYSIS

Organizational Profile

History

The beginnings of the Bureau of Internal Revenue can be traced as far back as the Spanish Era when taxes were still in the form of gold or maize tributes for the Spanish Treasury. However, it was only in the American regime that a Bureau of Internal Revenue was formally created by virtue of Reorganization Act No. 1189 on July 2, 1904 during the term of American Second Civil Governor Luke E. Wright. On August 1, 1904, the BIR was formally organized and made operational under the Secretary of Finance. Since then, through changing Administrations, the Bureau had undergone numerous re-engineerings and reorganizations to suit the needs of the country's ever growing number of tax payers.

Changes included the separation of the Bureau from the Department of Finance into an independent government agency, decentralization into the different regions of the country, the creation of more Revenue Groups and its most ambitious project to date, the World Bank-funded Tax Computerization Project (TCP). To support the implementation of the TCP, the Legal and Enforcement Group had been created through the passage of EO No. 143 in July 1997. It shouldered functions of the Internal Affairs, Taxpayers Assistance Service, Information Planning and Quality Service and the Revenue Data Centers.

After a year, an Information Systems Group (ISG) was proclaimed independent of the Legal and Enforcement Group and since then, it served the main purpose of overseeing the Bureau's Information Technology (IT) systems, including the TCP.

Mission-Vision

The mission of the ISG is to build and operate quality Information Systems that provide timely, valuable and relevant information to the BIR and its customers through continuous evaluation and improvement of people, processes and technology.

ISG envisions itself as the dependable enabler of world-class tax administration that fully utilizes state of the art information and technology, and highly competent, well-motivated and respected professionals. With timely, valuable and relevant information, the ISG propels the transformation of the BIR to an institution, well-known for its transparency and quality services, making the agency truly effective in its tax collection efforts for the country.

Organization Structure and Roles

The BIR is headed by the BIR Commissioner and is composed of four major Revenue Groups. These are Operations Group, Legal and Inspection Group, Resource Management Group and the Information Systems Group. Each is headed by a Deputy Commissioner and is further subdivided into divisions functioning according to the mandate of the group.

Mainly responsible for enhancing the Bureau's IT infrastructure and systems, the ISG is composed of three subgroups, each headed by an Assistant Deputy Commissioner. The subgroups that constitute the ISG are Information Planning and Quality Service (IPQS), Information Systems Development Service (ISDS), and Information Systems Operations Service (ISOS). Each subgroup is headed by a Section chief, then followed by the Unit Heads of its underlying divisions. (Please see Figure 1.)

Each division of the ISG is further subdivided into cells that are facilitated by cell heads. Cell heads are then followed by rank and file employees of varying job designations.

Their roles and functions range from computer programming, information systems analysis and network support among others.
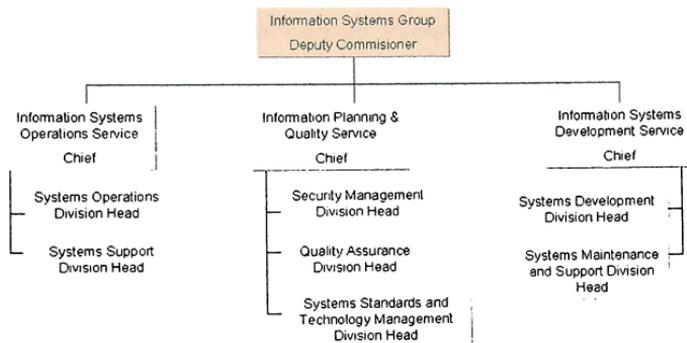
Figure 1. BIR-ISG Organizational Chart

IPQS performs functions related to information planning, standards development, security management, quality service and procurement of IT resources. It is composed of the Security Management Division, Quality Assurance Division and Systems Standards and Technology Management Division. ISDS, on the other hand, is responsible for the development and maintenance and enhancement of information systems. It is composed of the Systems Development Division and Systems Maintenance and Support Division. ISOS is the division involved with the overall operation systems that links the National Office (NO) with the Revenue Data Centers. It is composed of the Systems Operations Division and Systems Support Division.

CMC Tools in BIR-ISG

BIR-ISG witnessed the installation of a client-server Local Area Network (LAN) as early as the first quarter of 1996. The LAN supports the organization's vast database and enables the Intranet, e-mail, listserv or e-group, Winpop and the Unix Groupware to run in the workplace. Unlike the other applications, however, e-mail and listserv were introduced only in the second quarter of 1998.

E-mail allows BIR-ISG users to send letters, memos, data, and other file attachments to their superiors and co-workers. E-groups allows members of the mailing list to send a mail to many users simultaneously by typing in one group address (eg. **all_users@bir.gov.ph**, or **isg_users@bir.gov.ph**). Winpop is a Windows feature that allows users to "chat." The Unix Groupware is what basically enables them to collaborate on authoring and editing documents, which is part of their daily routine.

The introduction of Computer-Mediated Communication tools in ISG was part of the Bureau's Tax Computerization Project (TCP). It was spearheaded by then Deputy Commissioner Carol Carreon in 1997 and continued by Deputy Commisioner Lilia Guillermo upon the former's resignation in 1998.

Among the objectives of LAN introduction were to lessen graft and corruption through accurate and transparent processing of tax information, to automate office procedures, to minimize office costs (such as paper memo), and for faster and leaner communication among co-workers and across the Bureau's various departments.

So far, these objectives have been met by the LAN and the rest of the CMC tools. This, however, does not stop BIR-ISG from continuous exploration and study of IT to

enhance its current networking infrastructures, as the organization gears toward a "paperless" environment.

Significant changes in the workplace upon CMC introduction include, decreased cases of graft and corruption, higher accuracy in reporting of tax information, lessened office supplies costs, and faster information dissemination and enhanced feedback.

To date, there are five-hundred (500) computer users in BIR-ISG and all of these users actively engage in CMC.

CMC-use of BIR-ISG Employees

The use of CMC in BIR-ISG are divided into six categories. These are: CMC tools used by superiors to communicate with employees, CMC tools used by employees to communicate with their superiors, CMC tools used by employees to communicate with peers, messages that are communicated by superiors to their employees through CMC, messages that are communicated by employees with their superiors through CMC, and messages that are communicated by employees to their peers through CMC.

CMC Tools Used by Superiors to Communicate with Employees

It appears that the most frequent means by which the superiors communicate with their subordinates is by e-mail (45%, "always"), followed by the Winpop (43%, "always") and through the e-group (31%, "usually").

Using the weighted mean (x-bar) for this category yields the following analyses: E-mail is the most frequently used CMC tool by superiors to communicate with their subordinates. This is followed by Winpop, then the E-group which is least frequently used by superiors to communicate with their subordinates (Please see Table 1).

CMC Tools Used by Employees to Communicate with Superiors

On the other hand, the most used tool by the employees in communicating with their superiors are quite similar. Frequently used tools are e-mail (46%, "always" and 34%, "usually"), followed by winpop (42%, "always") and the e-group (28%, "usually").

Using the weighted mean (x-bar) for this category yields the following analyses: E-mail is the most frequently used CMC tool by employees to communicate with their superiors. This is followed by Winpop, then by E-group, which is least frequently used by employees to communicate with their superiors (Please see Table 1).

Table 1. CMC Tools used in BIR-ISG

CMC Tools used by Superiors to Communicate with Employees												
CMC Tool	Always 1		Usually 2		Sometimes 3		Seldom 4		Never 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
E-mail	29	45	19	29	14	22	3	5	0	0	65	100	1.86
Winpop	28	43	11	17	3	5	3	5	20	31	65	100	2.63
E-group	10	15	20	31	5	8	5	8	25	38	65	100	3.23

CMC Tools used by Employees to communicate with Superiors												
CMC Tool	Always 1		Usually 2		Sometimes 3		Seldom 4		Never 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
E-mail	30	46	22	34	9	14	1	2	3	5	65	100	1.84
Winpop	27	42	13	20	5	8	0	0	20	31	65	100	2.58
E-group	11	17	18	28	7	11	2	3	27	42	65	100	3.24

CMC Tools Used by Employees to communicate with Peers												
CMC Tool	Always 1		Usually 2		Sometimes 3		Seldom 4		Never 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
E-mail	42	65	15	23	6	9	1	2	1	2	65	100	1.52
Winpop	31	48	11	17	3	5	2	3	18	28	65	100	2.46
E-group	21	32	19	29	2	3	1	2	22	34	65	100	2.75

CMC Tools Used by Employees to Communicate with Peers

Similarly, the CMC tool most frequently used by employees in communicating with their peers is e-mail (65%, "always"). This is followed again by Winpop (48%, "always"), then by e-group (32%, "always").

Using the weighted mean (x-bar) for this category yields the following analyses: E-mail is the most frequently used CMC tool by employees to communicate with their peers. This is followed by Winpop, then by E-group, which is least frequently used by employees to communicate with their peers (Please refer to Table 1).

Careful inspection of Table 2 below shows that E-mail is the most frequently used CMC tool in BIR-ISG. This is followed by Winpop, then by E-group.

Table 2. Summary of CMC Tools used in BIR-ISG

CMC Tools used by Superiors to Communicate with Employees	
CMC Tool	x-bar
E-mail	1.86
Winpop	2.63
E-group	3.23
CMC Tools used by Employees to communicate with Superiors	
CMC Tool	x-bar
E-mail	1.84
Winpop	2.58
E-group	3.24
CMC Tools Used by Employees to communicate with Peers	
CMC Tool	x-bar
E-mail	1.52
Winpop	2.46
E-group	2.75

Messages Communicated by Superiors to Employees through CMC

There are five types of messages that are commonly communicated by superiors to employees through CMC. The most frequently communicated messages pertain to organizational information (40%, "always" and 32%, "usually"). This is followed by motivational messages (28%, "usually") and task information (29%, "usually"). Opinion-seeking messages are "sometimes" communicated by superiors through CMC to a few (25%) respondents, while employee satisfaction is "never" communicated by superiors through CMC to some (38%) respondents.

Using the weighted mean (x-bar) for this category yields the following analyses: Organizational information is most frequently communicated by superiors to employees through CMC. This is followed by motivational messages, task information, then opinion-seeking messages. Employee satisfaction is least frequently communicated by superiors to employees through CMC (Please see Table 3).

Messages Communicated by Employees to Superiors through CMC

There are four types of messages that are commonly communicated by employees to their superiors through CMC. The most frequently communicated messages are those that relate to task information (34%, "usually" and 26%, "always"). This is followed by those who voice out their opinions (22%, "usually" and 20%, "always"), and those who make suggestions (20%, "usually" and 20%, "sometimes") through CMC. A great majority (68%) "never" communicate about personal information to their superiors through CMC.

Using the weighted mean (x-bar) for this category yields the following analyses: Task information is most frequently communicated by employees to their superiors through CMC. This is followed by opinions and suggestions, while personal information is least frequently communicated by employees to their superiors through CMC (Please see Table 3).

Messages Communicated by Employees to Peers through CMC

There are five types of messages that are commonly exchanged among peers through CMC. Task coordinating messages are most frequently transmitted through CMC (49%, "always"). Similarly, task information is "always" communicated by many (48%) of the respondents and this is closely followed by messages that are meant for problem solving (45%, "always"). On the other hand, conflict-resolution messages are "never" communicated by many (42%) of the respondents to their peers through CMC, while more than half (54%)

of the respondents "never" share grapevine information to their peers through the said medium.

Table 3. Messages Communicated through CMC

Messages Communicated by Superiors to Employees through CMC		Always 1		Usually 2		Sometimes 3		Seldom 4		Never 5		Total		x-bar
Messages		F	%	F	%	F	%	F	%	F	%	F	%	
Organizational Information	Inform me about new policies, rules and regulations	26	40	21	32	13	20	0	0	5	8	65	100	2.03
Motivation	Inform me how I can help achieve the goals of the organization	13	20	18	28	14	22	11	17	9	14	65	100	2.76
Task information	Help me fully understand the nature of my work so I can improve it	13	20	19	29	13	20	5	8	15	23	65	100	2.84
Opinion-Seeking	Solicit my ideas about organizational matters	14	22	13	20	16	25	7	11	15	23	65	100	2.93
Employee Satisfaction	Know if I am satisfied and fulfilled with my work and happy about my personal life	4	6	13	20	16	25	7	11	25	38	65	100	3.55

Messages Communicated by Employees to Superiors through CMC		Always 1		Usually 2		Sometimes 3		Seldom 4		Never 5		Total		x-bar
Messages		F	%	F	%	F	%	F	%	F	%	F	%	
Task Information	Ask questions about my work.	17	26	22	34	9	14	7	11	10	15	65	100	2.55
Opinions	Voice out my opinion regarding issues in the organization.	13	20	14	22	6	3	16	25	16	25	65	100	3.12
Suggestions	Make suggestions on organizational matters.	10	15	13	20	13	20	16	25	13	20	65	100	3.13
Personal Information	Ask questions about his personal life.	1	2	7	11	3	5	9	14	45	69	65	100	4.38

Messages Communicated by Employees to Peers through CMC		Always 1		Usually 2		Sometimes 3		Seldom 4		Never 5		Total		x-bar
Messages		F	%	F	%	F	%	F	%	F	%	F	%	
Task Coordination	Coordinate the accomplishment of tasks.	32	49	18	28	9	14	3	5	3	5	65	100	1.87
Task Information	Share work-related information.	31	48	15	23	11	17	3	5	5	8	65	100	2.01
Problem Solving	Solve problems about work.	29	45	10	15	17	26	2	3	7	11	65	100	2.20
Conflict Resolution	Resolve personal conflicts.	7	11	15	23	8	12	8	12	27	42	65	100	3.50
Grapevine Information	Take part in gossips and rumors.	5	8	6	3	8	12	11	17	35	54	65	100	4.00

Using the weighted mean (x-bar) for this category yields the following analyses: Task coordination is most frequently communicated by employees to their peers through CMC. This is followed by task information, messages meant for problem solving and conflict resolution. Grapevine information is least frequently communicated by employees to their peers through CMC (Please refer to Table 3).

Careful inspection of Table 4 below reveals that the most commonly communicated messages through CMC are task-related. It shows that among the many topics available for communication, organizational information and task information are always on top of their priority to communicate with people in the organization. This is followed by problem solving, conflict-resolution and motivation. The table also reveals that relational messages such as employee satisfaction, personal information and grapevine information are least frequently exchanged through CMC.

Table 4. Summary of Messages Communicated Through CMC

Messages Communicated by Superiors to Employees through CMC	
Messages	x-bar
Organizational Information	2.03
Motivation	2.76
Task information	2.84
Opinion-Seeking	2.93
Employee Satisfaction	3.55
Messages Communicated by Employees to Superiors through CMC	
Messages	x-bar
Task Information	2.55
Opinions	3.12
Suggestions	3.13
Personal Information	4.38
Messages Communicated by Employees to Peers through CMC	
Messages	x-bar
Task Coordination	1.87
Task Information	2.01
Problem Solving	2.20
Conflict Resolution	3.50
Grapevine Information	4.00

Current Organizational Culture of BIR-ISG

Just like any other organizational culture, BIR-ISG employees have their commonly shared values, beliefs, attitudes and norms for behavior. Their positive attitude towards work are guided by the values that the organization uphold and these are honesty, integrity, commitment to work, respect, and camaraderie. They believe that the desire to serve their country through efficient delivery of their duties as BIR employees is their ultimate motivation to work, and that which sets aside their personal differences in the workplace. Their norms for behavior, each having a highly delineated role apart from others, is simply to do what is expected of them. Another is that of being careful with what one should say, especially if it denotes a negative impression towards a co-worker. The kind of people that are valued by the organization, are those who can independently deliver their duties and still be efficient team players whenever special projects arise.

The organizational culture in BIR-ISG are manifested in their language, symbols, narratives and practices. It is common for BIR-ISG employees to have a knack for speaking highly technical language. This involves computer terms such as "database," "software," "support," "system performance," and "deliverables," the last denotes either a written report or a major project.

ISG, has no logo of its own, but it does adopt the BIR's logo (see Figure2). This logo, however, does not mean anything significant to them. All they know is that the flag stands for the country and the other objects beside it depicts the country's revenue from taxes.

Figure 2. BIR Logo

When one walks into their office, it is difficult to see all the employees at once because their cubicles have high partitions. Everyone has equal cubicle space regardless of one's role. The section chiefs and those with higher positions, on the other hand, have the privilege of privacy in their own office rooms. The higher the position, the larger the office room. Before one can enter a superior's room one has to address their secretary's desk. Personal effects of employees (eg. picture frames, toiletries, figurines) are exposed on top of the cubicle partitions creating a higher visual effect. But despite this, the over-all impact of the workplace denotes a warm "homey" feeling.

Narratives that are commonly known and usually shared among members of the organization are stories about ordinary employees who rose from the ranks. These stories serve as role models for employees. There are also stories about corrupt examiners who had been kicked out of the Bureau. These, stories, on the other hand, remind employees of the things they are not supposed to do, lest they want to be expelled from office.

Aside from work, there are hardly any other activities in the ISG. Rarely are parties done because all activities are centralized with the main office, across the ISG building in the BIR Compound. They only have what they call "team building," which is still "seldomly" done, so seldom that they are satisfied enough if there is one in a year. Team building

includes activities and games that foster camaraderie and seminars that refresh their knowledge about the organization.

Being a government agency, it is the organization's protocol to be formal in everything that needs to be done, so everything is in black in white prior to CMC introduction. Before a rank and file employee could share a report to the other department, it has to be first approved by his supervisor. Similarly, before the recipient of the report could get hold of the document, it has to be screened by his subordinates. In short, everybody was subject to conform to the bureaucratic lines. One interviewee even termed the level of formalization as "nakakasakal" or highly repressive.

Now, with e-mail one can directly send a document, or a memo to anybody. Vertical and horizontal communication is easily done. Even information that is not work-related can be communicated both horizontally and vertically. There are relatively more venues for communication and topics for communication. Not only information about work is shared. There are jokes, chain letters, forwards, discovering and sharing of common interests There is increased bonding even without having to meet or talk face-to-face.

Superiors are not "always" in their offices because they frequently attend meetings with higher management committees in the office of the commissioner, they only have time to get into their offices by the end of the day, so some of their subordinates have already left, the only way to relay fresh information to all of them is through e-mail. So it has also been routinary for workers to read their e-mails several times a day.

In the past, one could easily recognize who are friends with whom because one sees them going out to lunch together, or frequently moving from one's work area to their friend's area. Now with e-mail and winpop, one does not need to move around the office just to chat

with a co-worker. With this, sometimes, it is even more difficult to know if they are actually doing their work because no one could tell if that is work that they are doing with their computers of if they are busy e-mailing their friends or chatting with them in Winpop.

People in BIR-ISG treat each other like family, since they have been working together for many years already, some of them have actually bound ties with other employees. The most common ties are in the form of having their peers as godparents to their children or having their superiors as godparents to their matrimony.

No gender conflicts were experienced both in the past and in the present.

To determine the perceived current organizational culture of BIR-ISG, the the following dimensions of organizational culture were assessed: Uncertainty Avoidance, Power Distance, Individualism-Collectivism and Masculinity-Femininity.

Uncertainty Avoidance Dimension

Uncertainty Avoidance in BIR-ISG can be described through the management's level of entrusting employees with access to information, management's tolerance for deviant behavior or ideas, management's preference of predictability to risk-taking and flexibility, and level of employees' restriction to rigid organizational rules and structures.

It appears that many perceive that the management trusts them with access to information (46%, "disagree"). This is followed by many (42%) respondents who "neither agree nor disagree" that the management has low tolerance for deviant behavior or ideas. It is also unclear whether the management prefers predictablity to risk-taking and flexibility (38%, "neither agree nor disagree"). Similarly, some (35%) respondents "neither agree nor disagree" that they are restricted to rigid organizational structure and rules.

Computing the weighted mean (x-bar) of each indicator reveals the following perceptions of employees on the manifestations of uncertainty avoidance in BIR-ISG (Please see Table 5). The management moderately prefers predictability to risk-taking and flexibility. It has moderate tolerance for deviant behavior or ideas. Likewise, managers moderately trust their employees with access to information and the employees feel moderately restricted to rigid organizational structures and rules.

Furthermore, computing the weighted mean of all indicators for this dimension revealed that BIR-ISG currently has moderate (3.36) uncertainty avoidance (Please see Table 6).

Power Distance Dimension

Power distance in BIR-ISG can be described through outsiders' distinction of managers from employees, unequal treatment of organization towards bosses and employees, employees' level of discouragement from questioning authority, and level of employee slavery.

As revealed in Table 5 below, it is difficult to determine whether outsiders can easily distinguish managers from employees in BIR-ISG (32%, "neither agree nor disagree"). On the contrary, some (29%) "disagree" that the organization treats bosses and employees unequally. Some also (32%) "disagree" that employees are discouraged from questioning management decision and strategies. Similarly, many respondents (42%) "strongly disagree" and "disagree" (40%) that employees are treated as slaves in the organization.

Computing the weighted mean (x-bar) of each indicator reveals the following perceptions of employees on the manifestations of power distance in BIR-ISG (Please see Table 5). Employees perceive that outsiders can moderately distinguish managers from

employees and that the organization is moderate in treating bosses and employees unequally. Employees feel moderately discouraged from questioning management strategies and decisions. The likelihood that employees are treated as slaves is low.

Furthermore, computing the weighted mean of all indicators for this dimension revealed that BIR-ISG currently has moderate (3.44) power distance (Please see Table 6).

Individualism-Collectivism Dimension

Individualism-Collectivism in BIR-ISG can be described through the management's preference of individual performance to group collaboration, level of employee's motivation from personal concern, level of employee collaboration, and management's impersonal treatment of employees.

It was unclear whether the management favors individual performance rather than group collaboration (38%, "neither agree nor disagree"). Similarly, many (31%) respondents "neither agree nor disagree" that they are motivated mainly because of their personal and family concerns. It seems, however, that employees do help each other (43%, "disagree" and 32%, "strongly disagree"). Likewise, majority (32%, "disagree" 26% , "strongly disagree") do not perceive that they are treated impersonally by the management.

Computing the weighted mean (x-bar) of each indicator reveals the following perceptions of employees on the manifestations of individualism-collectivism in BIR-ISG (Please see Table 5). The management moderately favors individual performance than group collaboration. Employees are moderately motivated mainly because of his personal and family concerns. Employees are helping each other moderately as they are are moderately treated impersonally by the organization.

Furthermore, computing the weighted mean of all indicators for this dimension revealed that BIR-ISG currently has moderate (3.47) individualism (Please see Table 6).

Masculinity-Femininity Dimension

Masculinity-Femininity in BIR-ISG can be described through the kind of values rewarded in the organization, qualification of women in the workplace, extent to which management interferes with employee's private lives, and differentiation of sex roles.

Almost half (49%) of respondents "neither agree nor disagree" that aggression, competition and justice are rewarded in the organization. On the other hand, majority perceives that women are qualified in the workplace (46%, "strongly disagree" and 34%, "disagree"). In terms of the level of management interference with employee's private lives, it seems that such is low in the organization (38%, "disagree" and 35% "strongly disagree"). It also appears that there is no differentiation of sex roles in the organization (35%, "disagree" and 31% "strongly disagree").

Computing the weighted mean (x-bar) of each indicator reveals the following perceptions of employees on the manifestations of masculinity-femininity in BIR-ISG (Please see Table 5). Aggression, competition and justice are moderately awarded in the organization. Employees perceive that there is low likelihood that few women will be qualified in the workplace. They also perceive that the management is low in interfering with employee's private lives. Lastly, sex roles are differentiated lowly.

Furthermore, computing the weighted mean of all indicators for this dimension revealed that BIR-ISG currently has low (3.78) masculinity (Please see Table 6).

Table 5. Indicators of Current Organizational Culture in BIR-ISG

Uncertainty Avoidance	Strongly Agree 1		Agree 2		Neither Agree nor Disagree 3		Disagree 4		Strongly Disagree 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
Everything is standardized; management has low tolerance for deviant behavior or ideas.	1	2	14	22	27	42	14	22	9	14	65	100	3.24
Management prefers predictability to risk-taking and flexibility.	2	3	13	20	25	38	16	25	9	14	65	100	3.26
Employees are restricted to rigid organizational structure and rules.	2	3	13	20	23	35	19	29	8	12	65	100	3.27
Managers do not trust their employees with access to information.	1	2	6	9	9	25	30	46	12	18	65	100	3.70

Power Distance	Strongly Agree 1		Agree 2		Neither Agree nor Disagree 3		Disagree 4		Strongly Disagree 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
Outsiders can easily distinguish managers from ordinary employees.	6	9	16	25	21	32	11	17	11	17	65	100	3.07
The organization treats bosses and employees unequally.	9	14	9	14	18	28	19	29	10	15	65	100	3.18
Employees are discouraged from questioning management strategies and decisions.	4	3	11	17	18	28	21	32	11	17	65	100	3.36
Employees are treated as slaves.	0	0	3	5	9	14	26	40	27	42	65	100	4.18

Individualism-Collectivism	Strongly Agree 1		Agree 2		Neither Agree nor Disagree 3		Disagree 4		Strongly Disagree 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
Management favors individual performance more than group collaboration in the achievement of goals.	4	6	14	22	25	38	16	25	6	9	65	100	3.09
Employees are motivated mainly because of his personal and family concerns.	1	2	18	28	20	31	18	28	8	12	65	100	3.21
Employees are treated impersonally.	2	3	9	14	16	25	21	32	17	26	65	100	3.64
Employees do not help each other.	1	2	5	8	10	15	28	43	21	32	65	100	3.96

Masculinity-Femininity	Strongly Agree 1		Agree 2		Neither Agree nor Disagree 3		Disagree 4		Strongly Disagree 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
Aggression, competition and justice are rewarded.	3	5	13	20	32	49	8	12	9	14	65	100	3.10
Sex roles are clearly differentiated.	0	0	6	9	16	25	23	35	20	31	65	100	3.87
Management interferes with employee's private lives to protect organizational interests.	1	2	5	8	11	17	25	38	23	35	65	100	3.98
Few women are qualified in the workplace.	0	0	5	8	8	12	22	34	30	46	65	100	4.18

Based on all the obtained weighted means, it can be said that the current organizational culture of BIR-ISG is moderate in power distance, moderate in uncertainty avoidance, moderate in individualism and low in masculinity (Please see Table 6).

Table 6. Current Organizational Culture

Dimensions	x-bar	Interpretation
Uncertainty Avoidance	3.36	Moderate
Power Distance	3.44	Moderate
Individualism-Collectivism	3.47	Moderate
Masculinity-Femininity	3.78	Low

Organizational Culture Prior to the Introduction of CMC in the Workplace as Perceived by BIR-ISG Employees

BIR-ISG's organizational culture prior to the introduction of CMC in the workplace as perceived by the organization's employees were based on the following dimensions: Uncertainty Avoidance, Power Distance, Individualism-Collectivism, and Masculinity-Femininity.

Uncertainty Avoidance Dimension

Uncertainty Avoidance prior to CMC introduction in BIR-ISG can be described through the management's tolerance for deviant behavior or ideas, management's preference of predictability to risk-taking and flexibility, level of entrusting employees with access to information, and level of employees restriction to rigid organizational rules and structures.

It appears to be unclear whether the management prefers predictablity to risk-taking and flexibility prior to the introduction of CMC in the workplace, as many (35%) respondents "neither agree nor disagree" to the statement. However, this was followed closely by those who do not perceive so (31%, "disagree"). Some (31%) respondents "neither agree nor disagree" that prior to the introduction of CMC, everything was standardized in the organization. Many (37%, "disagree") perceive that the managers trust

them with access to information prior to CMC introduction in the organization. Lastly, many are undecided (40%, "neither agree nor disagree") whether they were restricted to rigid organizational structure and rules prior to the introduction of CMC in the workplace.

Computing the weighted mean of each indicator reveals the following perceptions of employees on the manifestations of uncertainty avoidance prior to CMC introduction in BIR-ISG (Please see Table 7). The management moderately prefers predictability to risk – taking and flexibility. It also has moderate tolerance for deviant behavior or ideas as managers moderately trust their employees with access to information. The organization is also perceived to have moderate organizational structures and rules.

Furthermore, computing the weighted mean of all indicators for this dimension revealed that BIR-ISG had moderate (3.35) uncertainty avoidance prior to CMC introduction (Please see Table 8).

Power Distance Dimension

Power distance prior to CMC introduction in BIR-ISG can be described through outsiders' distinction of managers from employees, unequal treatment of organization towards bosses and employees, employees' level of discouragement from questioning authority, and level of employee slavery.

Many (38%) respondents "neither agree nor disagree" that prior to the introduction of CMC in the workplace, outsiders can easily distinguish managers from employees in BIR-ISG. Likewise, many (34%) "neither agree nor disagree" that prior to the introduction of CMC in the workplace, the organization treats bosses and employees unequally. On the other hand, many (35%) "disagree" that prior to the introduction of CMC in the workplace, employees were discouraged from questioning management decision and strategies. While

majority (38%, "strongly disagree" and 37%, "disagree") perceive that employees were not treated as slaves prior to CMC introduction in the organization.

Computing the weighted mean (x-bar) of each indicator reveals the following perceptions of employees on the manifestations of power distance prior to CMC introduction in BIR-ISG (Please see Table 7). The employees moderately feel that outsiders can easily distinguish managers from employees. The organization is perceived to be moderate in treating bosses and employees unequally prior to CMC introduction. Employees feel moderately discouraged from questioning management strategies and decisions and the likelihood that employees are treated as slaves is low.

Furthermore, computing the weighted mean of all indicators for this dimension revealed that BIR-ISG had moderate (3.46) power distance prior to CMC introduction (Please see Table 8).

Individualism-Collectivism Dimension

Individualism-Collectivism prior to CMC introduction in BIR-ISG can be described through the management's preference of individual performance to group collaboration, level of employee's motivation from personal concern, level of employee collaboration, and management's impersonal treatment of employees.

Some (31%) respondents "neither agree nor disagree" that prior to the introduction of CMC in the workplace, the management favors individual performance than group collaboration in the achievement of organizational goals. Similarly, few of the respondents (28%) "neither agree nor disagree" that prior to the introduction of CMC in the workplace, they were motivated mainly because of their personal and family concerns. This was closely followed by those who were motivated because of other reasons (26%, "strongly disagree"

and 25%, "disagree"). Many perceive that prior to the introduction of CMC in the workplace, employees help each other (43%, "disagree" and 34%, "strongly disagree"). Finally, many (45%) of the respondents "disagree" that prior to the introduction of CMC in the workplace, employees were treated impersonally by the management.

Computing the weighted mean of each indicator reveals the following perceptions of employees on the manifestations of individualism-collectivism prior to CMC introduction in BIR-ISG (Please refer to Table 7). The management moderately favors individual performance to group collaboration. Employees are lowly motivated mainly because of personal and family concerns. They are helping each other moderately and employees are moderately treated impersonally by the organization.

Furthermore, computing the weighted mean of all indicators for this dimension revealed that BIR-ISG had low (3.64) individualism prior to CMC introduction (Please see Table 8).

Masculinity-Femininity Dimension

Masculinity-Femininity prior to CMC introduction in BIR-ISG can be described through the kind of values rewarded in the organization, differentiation of sex roles in the organization, extent to which management interferes with employee's private lives and qualification of women in the workplace.

Many (42%) "neither agree nor disagree" that prior to the introduction of CMC in the workplace, aggression, competition and justice were rewarded. It appears that many percieve that women were qualified in the workplace prior to CMC introduction.(45%, "strongly disagree" and 34%, "disagree"). Similarly, many perceive that (38%, "disagree" and 31% "strongly disagree) that prior to the introduction of CMC in the workplace, sex roles were not

clearly differentiated. Some respondents equally "disagree" (35%) and "strongly disagree" (35%) that prior to the introduction of CMC in the workplace, the management interferes with employee's private lives.

Computing the weighted mean (x-bar) of each indicator reveals the following perceptions of employees on the manifestations of masculinity-femininity prior to CMC introduction in BIR-ISG (Please see Table 7). Prior to CMC introduction in the workplace, aggression, competition and justice were moderately awarded in the organization. Employees perceive that there was low likelihood that few women will be qualified in the workplace and sex roles were differentiated lowly. The management was low in interfering with employee's private lives.

Furthermore, computing the weighted mean of all indicators for this dimension revealed that BIR-ISG had low (3.79) masculinity prior to CMC introduction (Please see Table 8).

Based on all the obtained weighted means, it can be said that the organizational culture of BIR-ISG prior to CMC introduction had moderate uncertainty avoidance, moderate power distance, low individualism and low masculinity.

Table 7. Indicators of Organizational Culture Prior to CMC Introduction

Uncertainty Avoidance	Strongly Agree 1		Agree 2		Neither Agree nor Disagree 3		Disagree 4		Strongly Disagree 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
Everything is standardized; management has low tolerance for deviant behavior or ideas.	4	6	15	23	20	31	18	28	8	12	65	100	3.16
Management prefers predictability to risk-taking and flexibility.	4	6	9	14	23	35	20	31	9	14	65	100	3.32
Employees are restricted to rigid organizational structure and rules.	2	3	7	11	26	40	23	35	7	11	65	100	3.40
Managers do not trust their employees with access to information.	0	0	11	17	19	29	24	37	11	17	65	100	3.53
Power Distance	Strongly Agree 1		Agree 2		Neither Agree nor Disagree 3		Disagree 4		Strongly Disagree 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
Outsiders can easily distinguish managers from ordinary employees.	5	8	13	20	25	38	14	22	8	12	65	100	3.10
The organization treats bosses and employees unequally.	7	11	8	12	22	34	18	28	10	15	65	100	3.24
Employees are discouraged from questioning management strategies and decisions.	2	3	11	17	20	31	23	35	9	14	65	100	3.40
Employees are treated as slaves.	1	2	3	5	12	18	24	37	25	38	65	100	4.06
Individualism-Collectivism	Strongly Agree 1		Agree 2		Neither Agree nor Disagree 3		Disagree 4		Strongly Disagree 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
Management favors individual performance more than group collaboration in the achievement of goals.	3	5	13	20	20	31	19	29	10	15	65	100	3.30
Employees are motivated mainly because of his personal and family concerns.	2	3	12	18	18	28	16	25	17	26	65	100	3.52
Employees are treated impersonally.	1	2	6	9	14	22	29	45	15	23	65	100	3.78
Employees do not help each other.	1	2	6	9	8	12	28	43	22	34	65	100	3.98
Masculinity-Femininity	Strongly Agree 1		Agree 2		Neither Agree nor Disagree 3		Disagree 4		Strongly Disagree 5		Total		x-bar
	F	%	F	%	F	%	F	%	F	%	F	%	
Aggression, competition and justice are rewarded.	1	2	14	22	27	42	11	17	12	18	65	100	3.29
Sex roles are clearly differentiated.	2	3	5	8	13	20	25	38	20	31	65	100	3.86
Management interferes with employee's private lives to protect organizational interests.	0	0	9	14	10	15	23	35	23	35	65	100	3.92
Few women are qualified in the workplace.	1	2	8	12	6	9	22	34	29	45	65	100	4.12

Table 8. Organizational Culture Prior to CMC Introduction

Dimensions	x-bar	Interpretation
Uncertainty Avoidance	3.35	Moderate
Power Distance	3.46	Moderate
Individualism-Collectivism	3.64	Low
Masculinity-Femininity	3.79	Low

Difference Between The Present And The Past Organizational Culture of BIR-ISG

Initial results of the weighted mean reveal no marked change in power distance, uncertainty avoidance and masculinity-femininity dimensions, while individualism-collectivism showed a slight change from low to moderate (Please see Table 9).

Table 9. Comparison of Past and Present Organizational Culture Dimensions

Organizational Culture Prior to CMC Introduction		
Dimensions	x-bar	Interpretation
Uncertainty Avoidance	3.35	Moderate
Power Distance	3.46	Moderate
Individualism - Collectivism	3.64	Low
Masculinity - Femininity	3.79	Low
Current Organizational Culture		
Dimensions	x-bar	Interpretation
Uncertainty Avoidance	3.36	Moderate
Power Distance	3.44	Moderate
Individualism - Collectivism	3.47	Moderate
Masculinity - Femininity	3.78	Low

To test whether there is significant difference in the other three dimensions, the chi square x^2 was used. With the significance level at .05 and degrees of freedom at three (3), the critical value is pegged at 7.815.

For the power distance dimension, the null hypothesis (Ho) was: There is no significant difference in power distance dimension. The alternative hypothesis (Ha) was: There is significant difference in power distance dimension. For the uncertainty avoidance dimension, the Ho was: There is no significant difference in uncertainty avoidance dimension. The Ha was: There is significant difference in uncertainty avoidance. For the

masculinity-femininity dimension, the Ho was: There is no significant difference in masculinity-femininity dimension. The Ha was: There is significant difference in masculinity-femininity dimension.

In all cases, the obtained x^2 were significantly higher than the critical value (Please see Tables 10 and 11). This gives the author the opportunity to reject all Ho in favor of Ha. Thus, it can be said that while the three dimensions, power distance, uncertainty avoidance and masculinity-femininity show no marked change in level, there is significant difference in power distance, uncertainty avoidance, and masculinity-femininity dimension, as revealed by significantly higher chi square values.

Table 10. Significance of the Three Dimensions of Organizational Culture in BIR-ISG

Masculinity-Femininity	Observed	Expected	O-E	$(O-E)^2$	$(O-E)^2/E$
Strongly Agree	4	48.25	-44.25	1958.062	40.581
Agree	29	48.25	-19.25	370.562	7.68
Disagree	78	48.25	29.75	885.062	18.343
Strongly Disagree	82	48.25	33.75	1139.062	23.607
Total	193	193			$X^2 = 90.211$
Uncertainty Avoidance	Observed	Expected	O-E	$(O-E)^2$	$(O-E)^2/E$
Strongly Agree	6	42.25	-36.25	1314.062	31.102
Agree	46	42.25	3.75	14.062	0.332
Disagree	79	42.25	36.75	1350.562	31.965
Strongly Disagree	38	42.25	-4.25	18.062	0.427
Total	169	169			$X^2 = 63.826$
Power Distance	Observed	Expected	O-E	$(O-E)^2$	$(O-E)^2/E$
Strongly Agree	19	48.5	-29.5	870.25	17.943
Agree	39	48.5	-9.5	90.95	1.875
Disagree	77	48.5	28.5	812.25	16.747
Strongly Disagree	59	48.5	10.5	110.25	2.273
Total	194	194			$X^2 = 38.838$

Table 11. Significance of the Three Dimensions of Organizational Culture of BIR-ISG Prior to CMC Introduction

Masculinity-Femininity	Observed	Expected	O-E	$(O-E)^2$	$(O-E)^2/E$
Strongly Agree	4	51.25	-47.25	2232.562	43.562
Agree	36	51.25	-15.25	232.562	4.537
Disagree	81	51.25	29.75	885.062	17.269
Strongly Disagree	84	51.25	32.75	1072.562	20.928
Total	205	205			$X^2 = 86.296$
Uncertainty Avoidance	Observed	Expected	O-E	$(O-E)^2$	$(O-E)^2/E$
Strongly Agree	10	43	-33	1089	25.325
Agree	42	43	-1	1	0.023
Disagree	85	43	42	1764	41.023
Strongly Disagree	35	43	-8	64	1.488
Total	172	172			$X^2 = 67.859$
Power Distance	Observed	Expected	O-E	$(O-E)^2$	$(O-E)^2/E$
Strongly Agree	15	45.25	-30.25	915.062	20.222
Agree	35	45.25	-10.25	105.062	2.321
Disagree	79	45.25	33.75	1139.062	25.17
Strongly Disagree	52	45.25	6.75	45.562	1.006
Total	181	181			$X^2 = 48.719$

To illustrate the significant difference between the past and present and the levels of power distance, uncertainty avoidance and masculinity-femininity, the chi square values of the three dimensions were compared. As indicated in Table 12 below, the obtained chi square values show a decreasing trend in the power distance and uncertainty avoidance dimension. It also shows an increasing trend in the masculinity-femininity dimension.

Therefore, the significant difference between the present and past organizational culture of BIR-ISG lies on the basis of the slight change in individualism-collectivism dimension from low to moderate level. While power distance, uncertainty avoidance and masculinity-femininity dimensions show no marked increase or decrease in level, there is significant difference in terms of the decreasing trend within the moderate level of power distance and uncertainty avoidance, and an increasing trend within the moderate level of the masculinity-femininity dimension.

Table 12. Compared Significance Levels of the Three Dimensions

Dimension	x^2	Critical Value	Interpretation
Power Distance			
Prior to CMC	48.719	7.815	significant
Present	38.838	7.815	significant
Uncertainty Avoidance			
Prior to CMC	67.859	7.815	significant
Present	63.826	7.815	significant
Masculinity-Femininity			
Prior to CMC	86.296	7.815	significant
Present	90.211	7.815	significant

Perceived Role of CMC in the Emergence of an Organizational Culture

The role of CMC in the emergence of an organizational culture in BIR-ISG is based on the perceptions of its employees on the centralization, level of mutual trust, worker collaboration, task delegation, upward communication, formalization, worker isolation, and gender equality.

It appears that the role that CMC played in the emergence of an organizational culture relate to centralization, level of mutual trust, worker collaboration and flexibility in task delegation. Most majority (78%) perceive that they can participate more in Problem-Solving and Decision Making through CMC. Most majority (89%) of the respondents perceive that they are given more access to vital information through CMC. Most majority (88%) percent of the respondents perceive that CMC encourages them to work in teams and groups in the achievement of organizatonal goals. And finally, most majority (89%) of the respondents perceive that CMC allows flexible delegation of task regardless of gender (Please see Table 13).

Table 13. Perceived Role of CMC in the Emergence of an Organizational Culture

Role of CMC		Yes		No		Total	
		F	%	F	%	F	%
Upward Communication	It is difficult to communicate with superiors through CMC.	5	8	60	92	65	100
Centralization	I can participate more in Problem-Solving and Decision-Making through CMC.	51	78	14	22	65	100
Formalization	CMC intensifies the rigidity of the organization's rules and structures.	20	31	45	69	65	100
Level of Mutual Trust	I am given more access to vital information through CMC.	58	89	7	11	65	100
Worker Isolation	CMC isolates me from my co-workers and encourages me to accomplish tasks by myself.	15	23	50	77	65	100
Worker Collaboration	CMC encourages us to work in teams and groups.	57	88	8	12	65	100
Gender Equality	CMC aggravates the delineation of sex roles in the workplace.	10	15	55	85	65	100
Task Delegation	CMC allows flexible delegation of task regardless of gender.	58	89	7	11	65	100

On the other hand, CMC use in the organization proved to pose no difficulty for its users (92%, "No") in upward communication. Likewise, for a great majority, CMC does not intensify the rigidity of the organization's rules and structures (69%, "No"). Most majority (77%) of respondents perceive that CMC does not isolate them from their co-workers. Finally, it appears for most majority (85%, "No") that CMC does not aggravate the delineation of sex roles in the workplace (Please refer to Table 13).

Therefore, the role of CMC in the emergence of the existing organizational Culture of BIR-ISG are as follows. Through CMC, BIR-ISG employees can participate more in Problem-Solving and Decision Making through CMC. They are given more access to vital information through CMC. CMC encourages them to work in teams and groups in the achievement of organizatonal goals. CMC allows flexible delegation of task regardless of gender. There is no difficulty in upward communication. CMC does not intensify the rigidity of the organization's rules and structures. CMC does not isolate them from their co-workers. And finally, CMC does not aggravate the delineation of sex roles in the workplace.

Chapter V
FINDINGS, CONCLUSIONS, IMPLICATIONS AND RECOMMENDATIONS

Findings

BIR-ISG is the Revenue Group responsible for the Bureau's Information Technology systems. Its functions include information systems development, information systems operations and information systems planning and quality service.

BIR-ISG has a client-server Local Area Network (LAN). The LAN supports the organization's vast database and enables other CMC tools to run in the workplace. These are Intranet, E-mail, Listserv or E-group, Winpop and the Unix Groupware.

Among the CMC tools available, E-mail is most frequently used by everybody in communicating to their superiors, subordinates and peers. This is followed by Winpop and E-group. Among the many topics available for communication, organizational information and task information are always on top of their priority to communicate with people in the organization. This is followed by problem solving, conflict-resolution and motivation. It was also revealed that employee satisfaction, personal information and grapevine information are the least frequently exchanged messages through CMC.

It appears that the culture of BIR-ISG is characterized by its organizational members' commonly shared positive attitudes towards work that are guided by their values such as honesty, integrity, commitment to work, respect and camaraderie. They believe that their desire to serve the country through efficient delivery of duties is their ultimate motivation to work. Their norms for behavior are simply doing what is expected of them and being tactful when talking about a co-worker. Their organizational culture is further manifested in their organizational logo; office lay-out such as equal cubicle space for employees and larger

office space for superiors; jargons such as "database," "support" and "deliverables;" shared narratives about employees who rose from the ranks and corrupt examiners who have been expelled from office; and organizational practices such as "team building."

The current organizational culture of BIR-ISG is characterized by being "moderate" in the three cultural dimensions namely power distance (specifically the outsiders' distinction of managers from employees, unequal treatment of organization towards bosses and employees, employees level of discouragement from questioning authority, and level of employee slavery); uncertainty avoidance (specifically the management's level of entrusting employees with access to information, management's preference of predictablity to risk-taking and flexibility, and level of employees' restriction to rigid organizational rules and structures); and individualism (specifically the management's preference of individual performance to group collaboration, level of employees' motivation from personal concerns, level of employee collaboration, and management's impersonal treatment of employees) but "low" in masculinity (specifically the kind of values rewarded in the organization, qualification of women in the workplace, extent to which management interferes with employees' private lives, and differentiation of sex roles).

It appears that CMC introduction did not affect the levels of power distance and uncertainty avoidance which remained moderate, and masculinity which remained low. The individualism dimension however seemed to have changed due to CMC in that it moved from low to moderate. However, further analysis reveals that there are decreasing trends within the moderate level range of power distance and uncertainty avoidance, but an increasing trend within the low level range of masculinity-femininity dimension.

Through CMC, BIR-ISG employees can participate more in Problem-Solving and Decision Making through CMC. They are given more access to vital information through CMC. CMC encourages them to work in teams and groups in the achievement of organizatonal goals. CMC allows flexible delegation of task regardless of gender. There is no difficulty in upward communication. CMC does not intensify the rigidity of the organization's rules and structures. CMC does not isolate them from their co-workers. And finally, CMC does not aggravate the delineation of sex roles in the workplace.

Conclusions

BIR-ISG is the Revenue Group responsible for the Bureau's Information Technology systems. Its functions include information systems development, information systems operations and information systems planning and quality service.

BIR-ISG has a Local Area Network that enables the LAN, e-mail, e-group, Winpop and the Unix Groupware to run in the workplace.

Among the CMC tools available, E-mail is most frequently used by everybody in communicating to their superiors, subordinates and peers and various messages are also transmitted through CMC, with task-related information as those messages more frequently transmitted than relational messages.

The existing organizational culture of BIR-ISG is moderate in power distance, moderate in uncertainty avoidance, moderately individualist and low in masculinity.

The organizational culture of BIR-ISG prior to the introduction of CMC in the workplace is moderate in power distance, moderate in uncertainty avoidance, low in individualism and low in masculinity.

There is a significant difference between the present and past organizational culture of BIR-ISG as the individualism dimension seemed to have changed due to CMC in that it moved from low to moderate. There are decreasing trends within the moderate level range of power distance and uncertainty avoidance, and an increasing trend within the low level range of masculinity-femininity dimension.

The role that CMC played in the emergence of the existing organizational culture of BIR-ISG are associated with the organization's centralization, formalization, upward communication, level of mutual trust between superiors and employees, extent of worker collaboration and worker isolation, task delegation, and gender equality.

Implications

The study was able to fill the gap in knowlege in CMC and its relation to an organization's culture. Furthermore, the results of this study affirmed some theories about communication and culture, negated some assumptions about differences in Western and Eastern societies as well as provoked new questions to give answers to. This study has proved that indeed communication plays an indispensible role in the formation and change of organizational cultures; communication being the central arena where people create and perceive cultural meanings in the organization. Altering the conventional communication processes in an organization such as the medium through which it takes place, spells out changes in its culture, as people make sense and adapt to the opportunities it offers.

In the case of CMC introduction in BIR-ISG, CMC presented new venues for both superiors and subordinates where they could freely communicate with each other, without the pressure of conforming to organizational hierarchy. It allowed other topics for

communication, thus reinforcing ties aside from professional relationships, based on common interests. Groupware paved the way for increased worker collaboration and this also implies that to achieve such equilibrium, trusting one's co-workers is a prerequisite in order to efficiently achieve the organization's goals. CMC, not being confined to the physical level, does not breach the gap the between equality of genders.

It can be remembered that there was also a Western claim that since CMC is generally text-based, it may detrimental to Eastern societies that are more reliant on visual and social cues. Now, with this study defying such notion, the idea that other Eastern societies could likewise benefit from CMC is no longer far-fetched. As said by Cyberculture guru Steven Jones (1998), although CMC maybe delimiting, the power is still in the hands of the people who use it, whether they will adjust to it, or they will make CMC adjust to their needs for varying levels of communication. BIR-ISG let CMC work for their organizational culture and their people. It allowed CMC to penetrate what is otherwise the most difficult aspect to penetrate in an organization because of its underlying elements that are so deeply ingrained and that often work in a taken for granted fashion.

Or, a question comes to mind, does this mean that BIR-ISG's organizational culture is not that deeply ingrained to them? This leads the discussion then, into a different level of study and exploration.

Recommendations

The researcher recommends for the organization to reassess and revitalize their team building programs. Adding other organizational practices in which organization members can get involved with will refresh the organization members of their concepts about the

organization and it will likewise foster and further reaffirm the values and ideologies that the organization upholds.

It is recommended for future researchers to conduct a more extensive study on the impact of CMC in the organization's cultural forms, like language, symbols, narratives and practices. The researcher also recommends a comparative study of CMC and organizational culture of two organizations, one without the CMC tools and the other with such technologies.

Descriptive or in-depth studies on the processes underlying the specific roles of CMC (such as centralization and formalization) in the emergence of an organizational culture is also recommended for future research.

It would also be ambitious, but feasible and beneficial, if a similar study would be tested in a different organization such as a multi-cultural organization or a private company composed of different nationalities. Lastly, as virtual organizations are starting to emerge in the internet, a study on organizational cybercultures is likewise fit for an Organizational Communication research.

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APPENDIX A
Letter of Transmittal

March 5, 2002

Lilia C. Guillermo
Deputy Commissioner
Information System Group
Bureau of Internal Revenue
Diliman, Quezon City

Dear Madame:

Greetings!

I am Andrea P. Tabisaura, a BA Organizational Communication student of University of the Philippines Manila. I am currently doing a thesis on **Computer-Mediated Communication (CMC) and its Role in the Emergence of an Organizational Culture** and I have chosen to conduct my research in your organization.

In this light, I am requesting for a brief interview with you (and other four key persons you would recommend) regarding the nature of your organizational culture, and with your Information Technology Officer regarding the profile of your internal communication networks. Also, I am asking for your permission to conduct a survey with BIR-ISG employees regarding the said topics. The information your organization would provide is highly necessary for the completion of my thesis. Rest assured that the information your organization would disclose will be used for the sole purpose of this research and will be kept with strict confidentiality.

I am looking forward to an interview with you in the soonest time possible. You can contact me at (02) 962-5394, (02) 536-6937 or e-mail me at: dea_tabs@yahoo.com. Thank you very much!

Respectfully,

Andrea P. Tabisaura

Noted by:

Dr. Adela Caño-Beringuela
Thesis Adviser

APPENDIX B
Questionnaire for the IT Officer

1. Please check the corresponding boxes of those technologies that are currently used in your organization. In the third column, indicate when they were introduced in the organization (1st 2nd 3rd 4th) quarter of (year). Identify who or which departments use these CMC tools in the last column.

CMC Tool	Presence		Year/ Quarter introduced	In what Department(s)
	Yes	No		
LAN				
Intranet				
E-mail				
Listserv				
Bulletin Board System				
Newsgroups				
Document-Based Groupware/Group Authoring				
Group Support Systems				
Computer Conferencing				
Video conferencing				
Desktop conferencing				

2. Who was/were the major proponent(s) to this step of introducing CMC in your organization?

3. What are the objectives in employing CMC tools in the organization?

4. Are these objectives met by CMC usage of employees?

5. Are there any significant changes brought about by CMC in the organization?

APPENDIX C
Interview Guide for Superiors

1. What values or ideologies does the organization uphold?
   How deep are they ingrained in the organization as a whole?
   How are these exhibited in the organization?

2. What beliefs, attitudes and norms for behavior are commonly shared among organization members?
   What kind of people are valued by the organization?

3. When people join the organization, are there any words or phrases with which they would need to become accustomed?

4. What does your organization logo symbolize?

5. Can you please tell me what stories about this organization are commonly known to members?

6. Aside from work, what other activities do organization members engage in?
   Any special events, ceremonies that organization members continuously get involved with?

7. How can you describe the degree of formalization in your organization?
   Can you please describe the degree of formalization in your organization prior to the introduction of CMC in the workplace?

8. What kind of relationship exists between superiors and subordinates?
   Can you please describe the kind of relationship that existed between superiors and subordinates prior to the introduction of CMC in the workplace?

9. How can you describe the degree of centralization in your organization? How are decisions arrived at?
   Can you please describe the degree of centralization in your organization prior to the introduction of CMC in the workplace? How were decisions arrived at?

10. What kind of relationship exists among co-workers?
    Can you please describe the kind of relationship that existed among co-workers prior to the introduction of CMC in the workplace?

11. How are conflicts managed?
    How does the organization handle problems relating with gender differences among organization members?
    Can you please describe how conflicts were managed prior to the introduction of CMC in the workplace?
    How did the organization handle problems relating with gender differences among organization members?

12. How do you communicate with your subordinates?

APPENDIX D
Checklist for Subordinates

Name (optional): _____   Age: _____   Gender: _____

Designation: _____   No. of years in service: _____

Division/Department.: _____

I. Answer the following using the scale below. Please check the number that best represents your answer.
1-Always 2-Usually 3-Sometimes 4-Seldom 5-Never

My superiors use the following CMC tools to communicate with me...

	1	2	3	4	5
e-mail					
e-group					
winpop					

Through CMC, my Superiors communicate with me to...

	1	2	3	4	5
Help me fully understand the nature of my work so I can improve it.					
Inform me about new policies, rules and regulations					
Inform me how I can help achieve the goals of the organization					
Solicit my ideas about organizational matters					
Know if I am satisfied and fulfilled with my work and happy about my personal life					

I use the following CMC tools to communicate with my superiors...

	1	2	3	4	5
e-mail					
e-group					
winpop					

Through CMC, I communicate with my superiors to...

	1	2	3	4	5
Ask questions about my work.					
Ask questions about his personal life.					
Make suggestions on organizational matters.					
Voice out my opinion regarding issues in the organization.					

I use the following CMC tools to communicate with my peers...

	1	2	3	4	5
e-mail					
e-group					
winpop					

Through CMC, I communicate with my peers to...

	1	2	3	4	5
Solve problems about work.					
Coordinate the accomplishment of tasks.					
Resolve personal conflicts.					
Share work-related information.					
Take part in gossips and rumors.					

II. Answer the following using the scale below. Please check the number that best represents your answer.
1-Strongly Agree 2-Agree 3-Neither Agree or Disagree 4-Disagree 5-Strongly Disagree

Our current Organizational Culture can be described by the following:

	1	2	3	4	5
Outsiders can easily distinguish managers from ordinary employees.					
The organization treats bosses and employees unequally.					
Employees are discouraged from questioning management strategies and decisions.					
Employees are treated as slaves.					
Management prefers predictability to risk-taking and flexibility.					
Everything is standardized; management has low tolerance for deviant behavior or ideas.					
Superiors do not trust their employees with access to information.					

Employees are restricted to rigid organizational structure and rules.					
Management favors individual performance more than group collaboration in the achievement of goals.					
Employees are motivated mainly because of his personal and family concerns.					
Employees do not help each other.					
Employees are treated impersonally.					
Sex roles are clearly differentiated.					
Few women are qualified in the workplace.					
Management interferes with employee's private lives to protect organizational interests.					
Aggression, competition and justice are rewarded.					

III. Answer the following using the scale below. Please check the number that best represents your answer.
1-Strongly Agree 2-Agree 3-Neither Agree or Disagree 4-Disagree 5-Strongly Disagree

Prior to the introduction of CMC in the workplace, our Organizational Culture can be described by the following…

	1	2	3	4	5
Outsiders can easily distinguish managers from ordinary employees.					
The organization treats bosses and employees unequally.					
Employees are discouraged from questioning management strategies and decisions.					
Employees are treated as slaves.					
Management prefers predictability to risk-taking and flexibility.					
Everything is standardized; management has low tolerance for deviant behavior or ideas.					
Superiors do not trust their employees with access to information.					
Employees are restricted to rigid organizational structure and rules.					
Management favors individual performance more than group collaboration in the achievement of goals.					
Employees are motivated mainly because of his personal and family concerns.					
Employees do not help each other.					
Employees are treated impersonally.					
Sex roles are clearly differentiated.					
Few women are qualified in the workplace.					
Management interferes with employee's private lives to protect organizational interests.					
Aggression, competition and justice are rewarded.					

IV. Please answer the following by indicating Yes or No. Then briefly elaborate your answer.

	Yes	No	Why?
It is difficult to communicate through CMC.			
I can participate more in Problem-Solving and Decision-Making through CMC.			
CMC intensifies the rigidity of the organization's rules and structures.			
I am given more access to vital information through CMC.			
CMC isolates me from my co-workers and encourages me to accomplish my task alone.			
CMC encourages us to work in teams and groups.			
CMC aggravates the delineation of sex roles in the workplace.			
CMC allows flexible delegation of task regardless of gender.			

APPENDIX E
Computations

With the significance level at .05 and degree of freedom at three (3), the critical value is pegged at 7.815.

Degrees of freedom (df) = 3 based on the following formula:

$$Df = (c-1)(r-1)$$
$$= (2-1)(4-1)$$
$$= (1)(3)$$
$$= 3$$

For the power distance dimension, the null hypothesis (Ho) was: There is no significant difference in power distance dimension. The alternative hypothesis (Ha) was: There is significant difference in power distance dimension.

For the uncertainty avoidance dimension, the Ho was: There is no significant difference in uncertainty avoidance dimension. The Ha was: There is significant difference in uncertainty avoidance.

For the masculinity-femininity dimension, the Ho was: There is no significant difference in masculinity – femininity dimension. The Ha was: There is significant difference in masculinity – femininity dimension.

APPENDIX F
One-to-One Correspondence

PROBLEM	CONCEPTS	RRL DEFINITION	OPERATIONAL DEFINITION	QUESTIONS	TOOLS
1. What CMC tools are currently used in BIR-ISG?	CMC – Computer-Mediated Communication	CMC is a process of human communication via computers involving people situated in particular contexts, engaging in processes to shape media for a variety of purposes (December 1997) CMC refers to both task-related and interpersonal-related communication conducted through a computer (Ferris 1997)	CMC tools – software used in the company that runs in the network and enable its users to conduct CMC.	Please check the corresponding boxes of those technologies that are currently used in BIR-ISG. Across the checked items, indicate when they were introduced in the organization (1st, 2nd, 3rd, 4th) quarter of (year). Identify who or which departments use these : ☐ LAN ☐ Intranet ☐ E-mail ☐ Listserv ☐ Bulletin Board System ☐ Newsgroups ☐ Document-Based Groupware ☐ Group Support Systems ☐ Computer conferencing ☐ Video conferencing ☐ Desktop conferencing	Questionnaire
			Details into the proponents of the CMC introduction, objectives of CMC introduction	1. Who was/were the major proponent(s) to this step of introducing CMC in your organization? 2. What are the objectives in employing CMC tools in the organization?	Interview Schedule
			Objectives of CMC introduction, assessment of changes brought about by CMC introduction	1. Are these objectives met by CMC usage of employees? 2. Are there any significant changes brought about by CMC in the organization?	
2. How are the CMC tools used by employees of BIR-ISG?			Usage – how employees use CMC tools	Answer the following using the scale below. Please encircle the number that represents your best answer. 1-Always 2-Usually 3-Sometimes 4-Seldom 5-Never	Survey Questionnaire

What CMC tools are used by superiors to communicate with employees and how often	My superiors use the following CMC tools to communicate with me: 1. E-mail 2. Listserv/E-group 3. Winpop
What messages are communicated by superiors to employees through CMC and how often	My superior communicates with me to: 1. Help me fully understand the nature of my work so I can improve it. 2. Inform me about new policies, rules and regulations 3. Inform me how I can help achieve the goals of the organization 4. Solicit my ideas about organizational matters 5. Know if I am satisfied and fulfilled with my work and happy about my personal life
What CMC tools are used to communicate with superiors and how often	I use the following CMC tools to communicate with my superiors: 1. E-mail 2. Listserv/E-group 3. Winpop
What messages are communicated to superiors through CMC and how often	I communicate with my superiors to: 1. Ask questions about my work. 2. Ask questions about his personal life. 3. Make suggestions on organizational matters. 4. Voice out my opinion regarding issues in the organization.
What CMC tools are used to communicate with peers and how often	I use the following CMC tools to communicate with my superiors: 1. E-mail 2. Listserv/E-group 3. Winpop
What messages are communicated to peers through CMC and how often	I communicate with my peers to: 1. Solve problems about work. 2. Coordinate the accomplishment of tasks. 3. Resolve personal conflicts 4. Share work-related information. 5. Take part in gossips and rumors.

Interview Schedule

	Corporate Culture		Values, attitudes, beliefs and norms for behavior in the organization	
3. What is the present Corporate culture of BIR-ISG?	Corporate Culture	Corporate culture is "the collection of relatively uniform and enduring beliefs, values, customs, traditions and practices which are shared by an organization's members and which are transmitted from one generation of employees to the next" (Buchanan and Huczynski 1997: 512).	Values, attitudes, beliefs and norms for behavior in the organization	1. What values or ideologies does the organization uphold? 2. How deep are they ingrained in the organization as a whole? 3. How are these exhibited in the organization? 4. What beliefs, attitudes and norms for behavior are commonly shared among organization members? 5. What kind of people are valued by the organization?
			Language, symbols, narratives and practices in the organization	1. When people join the organization, are there any words or phrases with which they would need to become accustomed? 2. What does your organization logo symbolize? 3. Can you please tell me what stories about this organization are commonly known to members? 4. Aside from work, what other activities do organization members engage in? 5. Any special events, ceremonies that organization members continuously get involved with?

The kind of relationship that exists between superiors and subordinates prior to and after CMC introduction.	6. How can you describe the the degree of formalization in your organization? Can you please describe the degree of formalization in your organization prior to the introduction of CMC in the workplace? 7. What kind of relationship exists between superiors and subordinates? Can you please describe the kind of relationship that existed between superiors and subordinates prior to the introduction of CMC in the workplace? 8. How can you describe the degree of centralization in your organization? How are decisions arrived at? Can you please describe the degree of centralization in your organization prior to the introduction of CMC in the workplace? How were decisions arrived at? 9. What kind of relationship exists among co-workers? Can you please describe the kind of relationship that existed among co-workers prior to the introduction of CMC in the workplace? 10. How are conflicts managed? How does the organization handle problems relating with gender differences among organization members? Can you please describe how conflicts were managed prior to the introduction of CMC in the workplace? 11. How did the organization handle problems relating with gender differences among organization members?
Type of Organizational Culture Extent to which power distance is accepted	Answer the following using the scale below. 1-Strongly Agree 2-Agree 3-Neither Agree or Disagree 4-Disagree 5-Strongly Disagree 1. Outsiders can easily distinguish managers from ordinary employees 2. The organization treats bosses and employees unequally. 3. Employees are discouraged from questioning management strategies and decisions. 4. Employees are treated as slaves.

Survey Questionnaire

		Survey Questionnaire
Extent to which uncertainty is avoided	5. Management prefers predictability to risk-taking and flexibility. 6. Everything is standardized; management has low tolerance for deviant behavior or ideas. 7. Managers do not trust their employees with access to information. 8. Employees are restricted to rigid organizational structure and rules.	
Extent to which individualism is preferred over collectivism or vice-versa	9. Management favors individual performance more than group collaboration in the achievement of goals. 10. Employees are motivated mainly because of his personal and family concerns. 11. Employees do not help each other 12. Employees are treated impersonally.	
Extent to which masculinity dominates over femininity	13. Sex roles are clearly differentiated. 14. Few women are qualified in the workplace. 15. Management interferes with employee's private lives to protect organizational interests. 16. Aggression, competition and justice are rewarded.	
Type of Organizational Culture Extent to which power distance is accepted	Answer the following using the scale below. 1-Strongly Agree 2-Agree 3-Neither Agree or Disagree 4-Disagree 5-Strongly Disagree 1. Outsiders can easily distinguish managers from ordinary employees. 2. The organization treats bosses and employees unequally. 3. Employees are discouraged from questioning management strategies and decisions. 4. Employees are treated as slaves.	
Extent to which uncertainty is avoided	5. Management prefers predictability to risk-taking and flexibility. 6. Everything is standardized; management has low tolerance for deviant behavior or ideas. 7. Managers do not trust their employees with access to information. 8. Employees are restricted to rigid organizational structure and rules.	

4. What was BIR-ISG's Corporate culture prior to the introduction of CMC in BIR-ISG?

Research Question	Role	Dimension	Items	Instrument
6. What is the perceived role of CMC-use in the emergence of the existing Corporate culture of BIR-ISG?	Role	Extent to which individualism is preferred over collectivism or vice-versa	9. Management favors individual performance more than group collaboration in the achievement of goals. 10. Employees are motivated mainly because of his personal and family concerns. 11. Employees do not help each other 12. Employees are treated impersonally.	Survey Questionnaire
		Extent to which masculinity dominates over femininity	13. Sex roles are clearly differentiated. 14. Few women are qualified in the workplace. 15. Management interferes with employee's private lives to protect organizational interests. 16. Aggression, competition and justice are rewarded.	
		What part CMC played in the emergence of existing corporate culture	Please answer the following by indicating Yes or No. Then briefly elaborate your answer.	
		For the power Distance Dimension	1. It is difficult to communicate with superiors through CMC. 2. I can participate more in Problem-Solving and Decision-Making through CMC.	
		For the Uncertainty Avoidance Dimension	3. CMC intensifies the rigidity of the organization's rules and structures. 4. I am given more access to vital company information through CMC.	
		For the Individualism-Collectivism Dimension	5. CMC isolates me from my co-workers and encourages me to accomplish my task alone. 6. CMC encourages us to work in teams and groups.	
		For the Masculinity-Femininity Dimension	7. CMC aggravates the delineation of sex roles in the workplace. 8. CMC allows flexible delegation of task regardless of gender.	