



## RESEARCH ARTICLE

**Lasallian Values: Can they reflect an Organizational Culture? (A Case Study in the Higher Education)**Harli M. Merung<sup>1\*</sup>, Christantius Dwiatmadja<sup>2</sup>, Agus Sugiarto<sup>3</sup><sup>1,2,3</sup> Satya Wacana Christian University, Indonesia

ARTICLE INFO	ABSTRACT
Received: Oct 11, 2024	Organizational culture reflects the identity of an institution in such a way that the values, norms, and beliefs adopted become an integral part of the institution's identity and image. Lasallian values have been consistently instilled as the core identity of education at De La Salle Manado Catholic University. This study is to explore the extent to which the Lasallian values are instilled and implemented as an organizational culture in De La Salle Manado Catholic University. This research employed a qualitative method with a case study approach through in-depth interviews. The findings indicate that the Lasallian values reflected in the organizational culture are faith, service and communion, which have significance for individuals and organizations. Based on the Theory of Planned Behavior, the positive attitude, subjective norms, and perceived behavioral control influence employees' intention to behave in accordance with the Lasallian values. The implementation of Lasallian values also has an impact on both individuals and organizations.
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**INTRODUCTION**

Organizational culture is a set of beliefs, values, and norms expressed through symbols and artifacts. It is shared by members of an organization and explains how people work together and interact within the organization (Nguyen et al., 2023; Mengstie et al., 2023). It also describes a way of thinking that underlies values, norms and behaviors in the organization (Mikušová et al., 2023). It is established and developed through the contributions of individuals within the organization, both leaders and members. Values adopted in the organizational culture are maintained and passed on to each member of the organization. In a long term, these values become the guidelines for all members and a differentiator between one organization and another (Adeinat & Abdulfatah, 2019).

The creation of an organizational culture has a number of positive effects, such as increased work motivation, creativity, innovation, and member/employee performance (Rosanti & Udin, 2022). It also increases the employee commitment, productivity, and loyalty (Azizollah et al., 2015; Wambui, 2018). It also fosters collaboration and innovation, which can contribute to creating positive changes in the organization (Alateeg & Alhammadi, 2024). Furthermore, according to Ozgedik, (2023), the organizational culture can also indirectly develop a work environment that supports the employees' job satisfaction, resulting in high organizational commitment. Similarly, the organizational culture has also been found to affect organizational performance (Cui, 2023) and employee performance (Prianto et al., 2024; Seppa et al., 2021; Preskar & Žižek, 2019) by motivating, involving, collaborating, communicating well, and providing opportunities for employee learning and development (Hendrato et al., 2021).

In the context of educational organizations/institutions, the organizational culture in higher education – known as university culture – is significant (Köse & Korkmaz, 2019) and influences the

success of a university (Zeqiri & Alija, 2016; Taye et al., 2019), such as work environment, vision, mission, leadership, information and organizational strategy. It encourages effective management practices (Ehtesham et al., 2011), reflects the values and goals of the university, and helps guide the behavior of organizational members (Bourne & Jenkins, 2013). Bartell (2003) viewed the university culture as the values and beliefs held by individuals in the university community, such as administrators, lecturers, students, and staff. The university culture is developed collectively (Zeqiri & Alija, 2016) and evolves over time. In addition to influencing students' perceptions, preferences, and level of involvement in university activities (Vasyakin et al., 2016), Suchyadi (2017) explained that the organizational culture influences the professional attitudes of lecturers. In short, the organizational culture plays a role in the sustainable development and growth of higher education (Mzangwa, 2019).

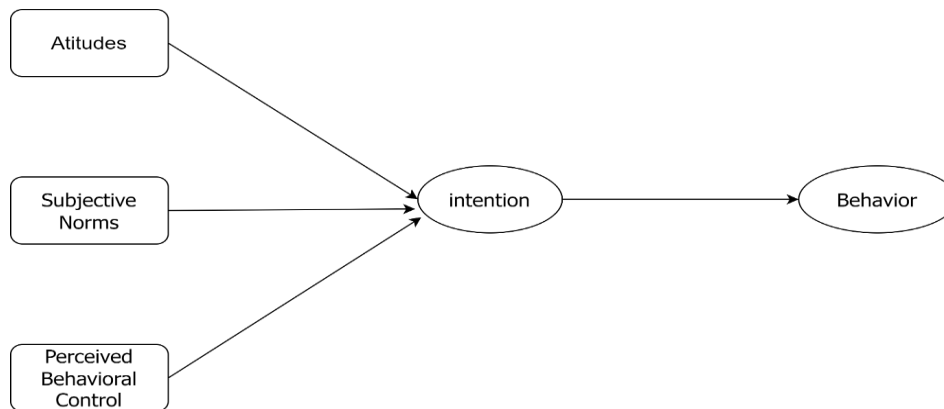
Furthermore, considering that the organizational culture grows out of the values adopted by each organization, the organizational culture in Catholic universities are unique. In general, Catholic universities are members of the Association of Catholic Universities (*Asosiasi Perguruan Tinggi Katolik*, APTIK) and their organizational culture includes core values that reflects institutional identity in such a way that the values, norms, and beliefs adopted become an integral part of their identity and image (Ahwireng & Pillay, 2020; Mikušová et al., 2023).

Although the *Lasallian* values have been consistently instilled as an organizational culture in De La Salle Manado Catholic University, however, there has been no scientific and comprehensive study on how these *Lasallian* values are instilled and implemented in the higher education context. Therefore, this research attempts to conduct a scientific and comprehensive study to explore the extent to which the *Lasallian* values are instilled and implemented as an organizational culture and to model how to build an organizational culture based on the *Lasallian* values in the higher education. The research problems of this study are: "What are *Lasallian* values adopted as an organizational culture in the higher education?", "To what extent are *Lasallian* values instilled and implemented as an organizational culture in the higher education?", and "What is the impact of the implementation of *Lasallian* values adopted as an organizational culture in the higher education?"

## LITERATURE REVIEW

The theory of planned behaviour (TPB) is a theory that analyzes consumer attitudes, subjective norms, and perceived behavioral control of individuals (Fishbein & Ajzen, 1975). This theory explains that the most important factor influencing individual behavior is the intention to perform the behaviour (behavioral intention). This theory mentions that there are three factors that can influence the formation of an intention, which in turn shapes individual behaviour: attitudes, subjective norms, and perceived behavioral control (Fishbein & Ajzen, 1975). These three components are explained in the following **Figure 1**.

The first component is attitudes, referring to beliefs or opinions that are positive or negative about the way people behave. This means that individuals will perform a certain behavior if they evaluate it positively or consider it beneficial for them. These attitudes are based on their beliefs about the consequences of the behaviour and evaluation of the consequences. The attitudes are thought to directly influence behavior and are associated with subjective norms and perceived behavioral control. Further, the second component is subjective norms, referring to the norm that individuals adopt by referring to the norms of the surrounding environment. The subjective norms can be seen as social pressure that influences individuals to take an action. Furthermore, the third component is perceived behavioral control, referring to the perception of an individual's ability to perform a behaviour and how easy an action is. If the individuals believe that they have the ability to perform an action, this perception can form an intention within them, which will then manifest itself in their actual behaviour; and vice versa. In other words, the individuals' perception of their ability to control an action can affect their intention and behavior (Fishbein & Ajzen, 1975).



**Figure 1: Theory of planned behavior**

The TPB is a framework for understanding human behavior. In this study, it provides a perspective for understanding the extent to which the *Lasallian* values are instilled and implemented as a basis in shaping the attitudes, subjective norms, perceptions of behavioral control of employees in De La Salle Manado Catholic University, which in turn will have an impact on the behavioral intentions and ultimately manifested in organizational behaviour, either at the individual, group and organizational level.

In this study, the attitudes refer to the employees' evaluation of *Lasallian* values. When the evaluation is positive, the employees will tend to have a stronger intention to practice these values in their behavior. Further, the subjective norms refer to the employees' perceptions of the extent to which people who are important to them support or encourage them in implementing the *Lasallian* values. When they perceive that there is positive social pressure and support from their environment to value and practice these values, then they are more likely to practice them. Meanwhile, the perceived behavioral control refers to the employees' perceptions of the extent to which they have control over behaviors consistent with the *Lasallian* values. When they feel that they have sufficient resources and skills to practice these values, then they are more likely to practice them in their daily lives.

## METHODOLOGY

This study employed a qualitative approach with a case study that thoroughly examined a particular case or social phenomenon to study the context of the situation and the interactions that occurred using data sources (Yin, 2014). The focus was on the behavior of employees at De La Salle Manado Catholic University. The intended case study was to investigate the *Lasallian* values that shaped the behavior of a number of informants involved in this study, which reflected the organizational culture at De La Salle Manado Catholic University. De La Salle Manado Catholic University was chosen as the research site because it is a university that applies the *Lasallian* values in its operational activities. Therefore, this research is important to explore the extent to which the *Lasallian* values were instilled as an organizational culture in De La Salle Manado Catholic University, and the impact of instilling them for the organization and employees.

The data was collected through an in-depth and unstructured interview method using a general interview guide that included an outline of questions to be asked regarding the *Lasallian* values instilled as an organizational culture in De La Salle Manado Catholic University. The research informants were the Rector (A), Vice Rector I (B1), Vice Rector IV (B2), Director of Mission & Identity Body (C), Educators (D), Educators (E1 & E2). The validity of the data was examined through triangulation techniques by comparing the information obtained from one informant with other informants to build a consistent justification of the research topic.

According to the data analysis model developed by Miles and Huberman, the data was analyzed interactively and continuously until the data was saturated (Sugiono, 2016). The data analysis began with data reduction, data presentation, and conclusion drawing/verification. In the data reduction stage, the data were screened and reduced, leaving only those relevant to the research problem and objectives. In the data presentation stage, the data was classified in a systematic, organized, and meaningful way to facilitate interpretation of the required data. Finally, in the last stage, the data was concluded.

## RESULTS AND DISCUSSION

### **Lasallian values reflected in the organizational culture of De La Salle Manado Catholic University**

De La Salle Manado Catholic University upheld the *Lasallian* values, which reflected the charism and spirituality of St. John Baptista De La Salle. The *Lasallians* embodied these values as a dynamic unity that integrated and expressed their individual callings. The employees of De La Salle Manado Catholic University had also shown their support for this viewpoint. Informant A stated that:

*“Faith, Service and Communion are the Lasallian values that underlie the organizational culture.”*

Informant C added that:

*“The Faith value has a vision and mission that reflect a commitment to spiritual and religious values. It also provides space and time for religious activities and spiritual reflection for the employees and members of the organization. The Service value includes a culture of service that encourages the employees to engage in community service activities as part of their professional responsibilities. It reflects the brotherhood which includes a supportive work environment by creating a work culture that is inclusive, collaborative and mutually supportive.”*

According to Informant E2, De La Salle Manado Catholic University reflected the following *Lasallian* values:

*“The Lasallian values reflected in the organizational culture are faith in God, honesty, discipline, caring for others, humility, and willingness to help.”*

Therefore, it could be concluded that the organizational culture of De La Salle Manado Catholic University reflected the *Lasallian* values of Faith, Service, and Communion which were inclusive and emphasized on diversity. The Faith value was one of the forces driving the *Lasallian* educational community. These *Lasallian* values applied to both individuals (employees) and organization (De La Salle Manado Catholic University). Informant A reported that:

*“The Lasallian values are relevant to the higher education. First, the Faith value can be nurtured and deepened through religious education, and prayer and reflection, and by respecting and upholding the dignity of each individual, regardless of background or beliefs. Second, the Service value puts the needs of others before one’s own, willingly helping those in need and contributing positively to the surrounding community. Third, the Communion value creates a sense of belonging and support among members of the Lasallian community and to work effectively together to achieve common goals while respecting differences and promoting inclusiveness within the Lasallian community.”*

Meanwhile, according to Informant B1:

*“For individuals, the Lasallian values are meaningful where they can build strong character and personality, provide moral and ethical guidance, and improve the quality of life. For the organization, the Lasallian values mean building a positive organizational culture, improving organizational performance, and enhancing the image and reputation of the organization.”*

Furthermore, Informant C added that:

*“The implementation of Lasallian values in the work environment benefits the employees / individuals to grow into a person who has faith, empathy, and commitment to serve others, especially students.”*

Informant E1 explained that:

*“For the employees / individuals, the Lasallian values can shape their personality into a strong person with faith, characters, and integrity, but remains humble. As for the organization, these Lasallian values make the organization better, where the employees will be more comfortable and guided, so that the organizational goals can be achieved.”*

The core values of *Lasallian* education were deeply meaningful and served as the foundation for all educational missions and practices in De La Salle Manado Catholic University. The *Lasallian* values

inspired and guided the community to carry out transformative educational missions focused on social justice.

The *Lasallian* values hold significant relevance for the individuals and organization, particularly in universities. There were four major points of significance for the individuals. First, they promoted character and personality development, emphasizing integrity and ethics. Second, they also stimulated spiritual development by deepening faith through religious education, prayer, and reflections. Third, they advocated empathy and service, where the individuals were taught to prioritize the needs of others over their own, resulting in an attitude of empathy and a dedication to serve, particularly among the students. Fourth, they fostered quality of life by promoting mutual respect and community support.

Meanwhile, there also four major points of significance for the organization. First, implementing the *Lasallian* values contributed to a positive organizational culture that valued and motivated all members. Second, embracing these values made the employees feel more at ease and focused, which helped to improve the organizational performance. Third, these values could enhance the university's reputation in the community by demonstrating a high level of commitment to service and inclusivity. Fourth, these values fostered a sense of community belonging and support, which promoted effective collaboration to achieve the shared goals.

Further, the *Lasallian* values were often implemented in the university in various aspects. Informant A revealed that:

*"First, the Lasallian values are stated in the vision and mission of De La Salle Manado Catholic University, reflecting a commitment to the Lasallian values. Second, the curriculum and teaching are designed to foster the Lasallian values in the students. Third, co-curricular activities provide opportunities for the students to practice the Lasallian values through service, leadership, and community development. Fourth, De La Salle Manado Catholic University implements a positive and supportive university culture that promotes the Lasallian values. Fifth, De La Salle Manado Catholic University has leaders and staff with integrity who uphold the Lasallian values."*

Meanwhile, Informant C stated that:

*"The Faith value is applied in each day's activities with a short prayer or reflection, both at the beginning and end of classes, and in all activities conducted on and off campus, using the Lasallian Prayer. In addition, the Faith value is reflected through patience, honesty, and humility in daily interactions with colleagues and students, as well as participation in spiritual activities or retreats conducted by De La Salle Manado Catholic University through the Mission and Identity Body as a way to strengthen and deepen personal faith. Further, the Service value is reflected through the provision of quality service without discrimination of ethnicity, religion or race of faculty, staff and students. Meanwhile, the Communion value is reflected by building relationships and supporting each other with mutual trust, cooperation and respect, carrying out various activities to strengthen community ties in the workplace."*

Individuals applying these *Lasallian* values could develop into persons who were faithful, sympathetic, and committed to serving others, particularly the colleagues and students. These values applied to aspects of religious activities, community service, employee development, and respect for diversity. By incorporating the *Lasallian* values of Faith, Service, and Communion into daily activities, individuals could foster a positive work environment that benefitted themselves, colleagues, and society as a whole. The following **Table 1** presents the summary of interview results on the *Lasallian* values reflected in organizational culture of De La Salle Manado Catholic University:

**Table 1: Lasallian values reflected in the organizational culture of De La Salle Manado Catholic University**

No.	Lasallian Value	Meaning / Interpretation	Implementation
1.	Faith	<ul style="list-style-type: none"> <li>▪ Patience, honesty, and humility.</li> <li>▪ Nurturing and deepening faith through religious education, and prayer and reflection, and by respecting and upholding the dignity of each individual, regardless of background or beliefs.</li> <li>▪ Building strong character and personality, providing moral and ethical guidance, and improving the quality of life.</li> </ul>	Applied in academic and non-academic activities, such as opening and closing activities with the Lasallian prayer; considering that recollection and reflection of works is a reflection of the spirituality value in the organizational culture of De La Salle Manado Catholic University.
2.	Service	<ul style="list-style-type: none"> <li>▪ Providing services without discrimination of ethnicity or religion.</li> <li>▪ Prioritizing the common interest, helping those in need, and making positive contributions to the surrounding community.</li> </ul>	Applied in lectures and community service.
3.	Communion	<ul style="list-style-type: none"> <li>▪ Building relationships and mutual support with colleagues with mutual trust, cooperation, and respect for each other.</li> <li>▪ Creating a sense of belonging and support among community members and to work together effectively to achieve common goals while respecting differences.</li> <li>▪ Building a positive organizational culture, improving organizational performance, and enhancing organizational image and reputation.</li> </ul>	Applied in community and family activities, such as family gathering, community day activities, and community service, as well as in <i>Signum fidei</i> .

According to **Table 1**, the organizational culture in De La Salle Manado Catholic University was established based on the *Lasallian* values of Faith, Service, and Communion. Grudzinskiy and Petrova (2014) stated that most universities currently had an organizational culture that promoted the organizational development. In the context of De La Salle Manado Catholic University, the *Lasallian* values formed the basis for transformative educational missions and practices. They were significant for the employees as they created strong character, improved integrity, and provided moral and ethical guidance. Applying these values fostered a positive culture, boosted performance, and enhanced the organization's reputation in the community. Interestingly, the organizational culture improved the competitiveness of higher education (Habibi & Prasetyo, 2022). The *Lasallian* values were interwoven into the educational experience for non-Catholic students and staff as part of a broader character-building process (Gatdula, 2021), which fostered a sense of belonging and support among the community members.

### **TPB-based-Lasallian values reflected in and implemented as an organizational culture of De La Salle Manado Catholic University**

The TPB was a model for predicting and understanding human behavior in a certain environment (Fishbein & Ajzen, 1975). This theory emphasized that an individual's behavior was determined by their intention, which might become a plan to take action. The *Lasallian* values promoted personal growth and character and the resulting positive attitudes would influence their daily behavior. This is consistent with Informant A who stated that:

*"The Faith value can play an important role in motivating and guiding the employees in their work. There are several ways in which the Faith value can influence the value of service in daily work, such as providing motivation, a strong sense of purpose and meaning. Religious teachings also provide guidance on how to serve others with compassion, mercy, and justice. It brings people together in a supportive community and can provide strength and encouragement to those involved in service work."*

In addition, Informant C added that:

*"A person with strong beliefs tends to prioritize honesty, justice, and accountability in their daily actions, such as showing empathy and caring for others. This can be reflected in the way an employee interacts with colleagues."*

The Faith value helped the employees to view employment as a kind of service to others. This inspired them to work hard and achieve their best in everything they did. The Faith value served as a solid foundation for implementing the *Lasallian* values at work, promoting integrity, empathy, and dedication. The *Lasallian* values could also influence the employees' mindset, which shaped their behavior and fostered community growth and collaboration. The *Lasallian* values nurtured positive attitudes and interactions with the colleagues, particularly the Faith and Service values. When the employees practiced the value of helping others/colleagues and respecting each other's dignity, it was expected that they would behave accordingly. A positive attitude toward service would motivate the employees to participate in social activities.

Further, the *Lasallian* values prioritized respect for the dignity of all individuals, regardless of background or beliefs. The subjective norms that formed within the *Lasallian* community demonstrated the necessity of appreciating differences and fostering an inclusive workplace. Informant A reported that:

*"In the implementation of the Lasallian values, there is a good influence from colleagues and superiors, so that the employees work harder, more diligently and with integrity, according to the practice of the Lasallian values in their daily work."*

Informant B2 mentioned that:

*"The Lasallian values are truly rooted in me, so I begin every day by praying the Lasallian Prayer to strengthen my faith in work and to always think positively and productively."*

Informant D supported that:

*"The influence of my colleagues has been very good in consistently reminding me of the Lasallian values to be implemented not only in the campus environment, but also in my daily life outside of campus."*

Informant C further explained that:

*"A strong organizational culture can create a social pressure for the employees to behave in accordance with these values. The subjective norms in the campus environment indicate that the employees' behaviour is influenced by their colleagues' expectations and attitudes. The employees are motivated to work harder and with integrity when they have support from their colleagues and superiors."*

The employees that experienced the positive impact were more likely to incorporate the *Lasallian* values into their daily life. Individual Control in the TPB described how an individual perceived their ability to carry out a behavior. Informant E1 argued that:

“Being able to control oneself in implementing the Lasallian values, especially in work duties as a lecturer at a university.”

The following Table 2 presents the summary of interview results on the TPB-based-*Lasallian* values reflected in and implemented as an organizational culture of De La Salle Manado Catholic University:

**Table 2: TPB-based-*Lasallian* values reflected in and implemented as an organizational culture of De La Salle Manado Catholic University**

No.	TPB-based- <i>Lasallian</i> Value	Description
1.	Attitude	Faith is vital for motivating and directing the employees at work.  A person with strong beliefs tends to prioritize honesty, justice, and accountability in their daily actions, particularly in the way an employee interacts with colleagues.
2.	Subjective Norms	In implementing the <i>Lasallian</i> values, the influence of colleagues causes the employees to be loyal to their job.  The employee behaviour is influenced by their colleagues' expectations and behavior. The support form colleagues and superiors strengthen the employee motivation to work harder and with integrity.
3.	Perceived Behavioral Control	Being able to control oneself in implementing the <i>Lasallian</i> values, especially in work duties as a lecturer at a university.

The attitude could be defined as an individual's evaluation of a specific behavior that influenced their intention to perform the behavior (Fishbein & Ajzen, 1975). An individual's intention to behave Was significantly positively influenced by their attitude (Wu et al., 2024). This attitude was one of the most important aspects in understanding customer motivation and predicting behaviour (Wu et al., 2024). It was also a significant aspect that determined an individual's intention and behavior (Palamuleni et al., 2024). Positive attitudes were based on personal beliefs and ideals. The Faith value, according to the *Lasallian* values, was more than just a religious belief; it was also a belief in an individual's goodness and potential.

Further, the subjective norms could be defined as an individual's perception of social pressure to perform a behavior (Ajzen, 2005). The subjective norms could influence the employees' behavioral intention positively (Wu et al., 2024), since they wanted to meet expectations and received social support. The bigger the influence of important people around an individual, the more likely the individual was to behave (Ari et al., 2021). Similarly, the more support or recommendations an individual received from those closest to them, the more likely they were to have a positive attitude and behave (Yan et al., 2024).

Furthermore, the perceived behavioral control could be defined as an individual's belief in their capacity to do a specific behavior (Ajzen, 2005). It affected an individual's behavioral intention (Ari et al., 2021; Sasidharan & Venkatakrisnan, 2024). This suggested that the more an individual's perceived behavioral control over a service, the larger their intention to use it (Sasidharan & Venkatakrisnan, 2024).

In summary, the *Lasallian* values could be implemented at the organizational level using the TPB, which consisted of three components: attitude, subjective norms, and perceived behavioral control. The *Lasallian* values in the organizational culture shaped the employees' attitudes, subjective norms, and perceived behavioral control. By exhibiting appropriate attitudes, adhering to the subjective norms adopted, and adhering to the established perceived behavioral control, the employees of De La Salle Manado Catholic University would be encouraged to behave in accordance with the *Lasallian* values, resulting in a supportive work environment and strengthening the organization's identity and culture. This is consistent with a previous research which found that individuals had a positive attitude toward owning an automobile because they believed it would give functional benefits and emotional satisfaction (Wang et al., 2022). Tajeddini et al. (2021) stated that factors of attitude, subjective norms, and perceived behavioral control all had a significant impact on hotel visit intentions and visitor loyalty. Meanwhile, another study found that students' attitudes towards



entrepreneurship, subjective norms that included other people's perspectives on entrepreneurship, and self-confidence in their capacity to become entrepreneurs all influenced their entrepreneurial intention (Dotong & Manalang, 2023).

### **Impacts of Implementing the *Lasallian* values as an organizational culture for individuals and the organization**

Implementing the *Lasallian* values in the higher education, particularly De La Salle Manado Catholic University, had a tremendous impact on the work environment. According to informant E1:

*"The implementation of Lasallian values help me and my colleagues to focus more easily in conducting and completing the works. Good and comfortable communication and relationships with the colleagues and superiors as well as the students are also established."*

Informant A stated that:

*"The Lasallian values promote teamwork and collaboration among the staff and faculty, resulting in a supportive and productive work environment. These values also emphasize on mutual respect and appreciation for all employees, encouraging open and honest communication in the workplace."*

Additionally, implementing the *Lasallian* values in the higher education might improve employee engagement. Informant D reported that:

*"Implementing the Lasallian values creates a healthy work environment and promotes personal and professional growth, leading to increased retention and job satisfaction. A strong community culture and support in the higher education can help the employees achieve a better work-life balance."*

Informant B2 added that:

*"The Lasallian values enable the employees to give the best service. Implementing them leads to increased employee motivation and participation and the university activities."*

The following Table 3 presents the summary of interview results on the impacts of implementing the *Lasallian* values as an organizational culture of De La Salle Manado Catholic University:

**Table 3: Impacts of implementing the *Lasallian* values as an organizational culture**

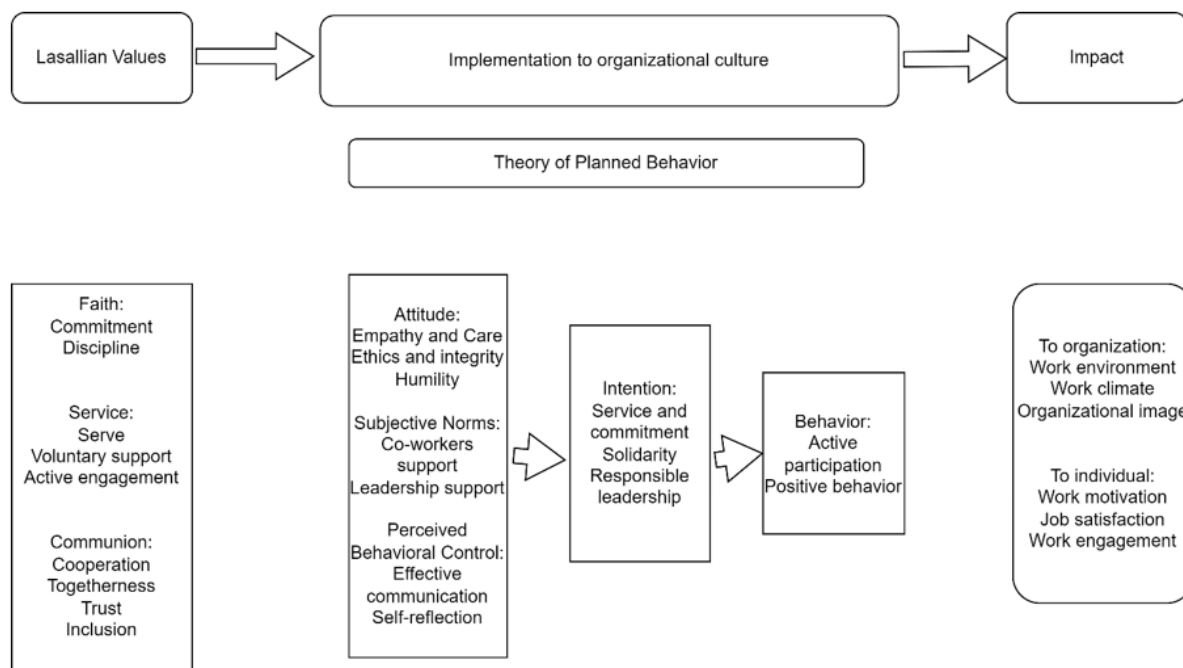
No.	Impact	Description
1.	For individuals	The <i>Lasallian</i> values promote employee focus, personal growth, retention, job satisfaction, motivation and participation.
2.	For the organization	The <i>Lasallian</i> values promote open and honest communication and relationships among the employees; teamwork; collaboration; a supportive and productive work environment; and mutual respect and appreciation among the employees.

For the individuals (employees of De La Salle Manado Catholic University), the *Lasallian* values could motivate them to focus on their work, develop personal growth, and improve retention and job satisfaction. The *Lasallian* values fostered an environment that stimulated them to be more active and passionate at work when they felt that they were a part of something bigger (Layek & Koodamara, 2024).

For the organization (De La Salle Manado Catholic University), the *Lasallian* values could facilitate effective communication and comfortable relationships among the employees, resulting in a positive work environment. Further, they encourage collaborations or teamwork, which ultimately increasing productivity, encouraging the employees to respect and appreciate one another, and allowing them to voice their opinions and ideas, resulting in better decision making. The organizational culture fostered creativity by pushing the employees to create and contribute to positive changes in the organization. The implementation of effective communication in the organizational culture also promoted innovative ideas that could be shared and developed collaboratively (Alateeg & Alhammedi, 2024).

Ozgedik, (2023) found that the organizational culture influenced the employees' emotional commitment to their work, indirectly shaping their job satisfaction. The organizational culture fostered a work environment in which the employees were highly satisfied with their jobs and committed to the organization. Similarly, Hendrato et al. (2021) claimed that the organizational culture promoted the employee performance by inspiring, involving, collaborating, communicating effectively, and offering opportunities for employee learning and development, resulting in a more productive and successful work environment.

According to results and discussion, *Lasallian* values instilled and implemented as an organizational culture in the higher education (Case study at De La Salle Manado Catholic University) can be illustrated in the model in Figure 2 below.



**Figure 2 Model of *Lasallian* values reflected in and implemented as an organizational culture of De La Salle Manado Catholic University**

## CONCLUSIONS

The results of this study reveal that the *Lasallian* values reflect the organizational culture of De La Salle Manado Catholic University, particularly the Faith, Service, and Communion values. These values became the key ideals which guide the organization's actions and culture. The *Lasallian* values promoted character strength, integrity, empathy, mutual respect and support among the employees, which simultaneously improving their quality of life. These values also fostered a positive organizational culture in which the employees felt valued and inspired to participate. This had consequences for increasing the organization's performance and reputation in the community.

This study also finds that the employees' intention to follow the *Lasallian* values at work was influenced by their belief in the significance of these values in daily life and a strong influence from the colleagues and superiors who establish favorable social support. In addition, this study also finds that the perception of the employees' capacity to apply the *Lasallian* values was crucial. Those who felt capable and in control of their activities would be more likely to behave in accordance with the *Lasallian* values. Furthermore, the TPB indicated that an individual's behavioral attitude, subjective norms, and perceived behavioral control also influenced the implementation of *Lasallian* values in life and work, leading to more positive and collaborative behavior in the workplace.

There were several beneficial impacts for the individuals and organization in implementing the *Lasallian* values as an organizational culture of De La Salle Manado Catholic University. In addition to promoting the employee engagement, job satisfaction, work-life balance, the *Lasallian* values also

fostered a friendly work environment, enhanced communication, and promoted collaboration. The employees were more relaxed and focused on their task. The results of this study suggest that the university's visions and missions, curriculum, and extracurricular activities all incorporated these *Lasallian* values, demonstrating a commitment to transformative and socially just education. Therefore, in general, individual and organizational growth and development could be positively promoted.

On the other hand, this study has both theoretical and managerial implications. This study supports the TPB model, proving that the attitude, subjective norms, and perceived behavioral control all influence an individual's behavioral intention. This study underlines the significance of these three aspects in understanding the employee behavior in an organizational setting. The results of this study also suggest that the ultimate goals of the management of De La Salle Manado Catholic University implementing the *Lasallian* values into their organizational culture were to foster a healthy work environment, boost employee motivation, deepen commitment to the visions and missions, and enhance performance. As a result, De La Salle Manado Catholic University managed to enhance the effectiveness of its organizational culture and empower their employees to behave in accordance with the *Lasallian* values.

During the writing process, this study has faced a major limitation, where there was limited time to obtain relevant data which required researchers to take various efforts to contact and engage with relevant informants. Considering that most of the informants were busy, the researchers must arrange a schedule to meet them to conduct interviews. Future researches are suggested to arrange the data collection time more wisely and to validate or expand on this research study by empirically evaluating the given assertions using a quantitative method for generalization purposes. The results of this study are expected to contribute to the literature by proposing a conceptual model that describes the role of *Lasallian* values in the organizational culture.

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