

Organizational Culture

“Culture”

What is culture?

- Norms, values, history, identity, traditions, attitudes, habits, behaviors, thoughts, visions, aims, way of thinking, etc.

Can vary according to race, tribe, geographical factors, climates, social welfares, backgrounds, technology, history, age, religions, etc.

People can learn by travelling different cultures of different places

e.g. Behave like a Roman when you are in Rome.

Organizational Culture(continued)

Organizational Culture: behaviors or manners in which an organization manage or govern its employees or the relationship/engagement between employees and executives(owners) outside contract.

- Organization can vary its organizational culture based on its aims, structures, hierarchy, backgrounds, technology, etc.

Organizational Culture(Continued)

- Organizations can differ in its: dress code, operating hours, office layout, staff incentives, turnover, recruitment selections, customer treatment, customer relationship, customer satisfaction, and other aspects of operations.

(Helenm, W.)

Organizational Culture(Continued)

There are four types of organizational culture:

- (1) Advocacy Culture: prioritize innovation, risk, and ingenuity.
 - They value that employees think creatively and bring fresh ideas.
 - These organizations are constantly planning ahead of time and producing new products.
 - Brainstorming meetings are encouraged for strategy, to discuss ideas and to propel the firm forwards.

Organizational Culture(Continued)

(2) Clan Culture:

- aka “family cultures”
- collaborative, action-oriented, and adaptable to change
- key goals: employee happiness and work satisfaction
- cherish individual and encourage employee input and openness

Organizational Culture(Continued)

(3) Hierarchy Culture:

- Conventional business procedures
- a distinct line between employer and employees
- work in a risk-averse setting with well-defined procedures
- usually adhere to a strict structure: set business hours, a dress code
- emphasis is on day-to-day activities as opposed to employee interactions or feedback.

Organizational Culture(Continued)

(4) Market Culture:

- Profit margins and market dominance
- the most competitive and competitive business culture kind
- Results-driven organizations and prioritize business performance and the bottom line over staff satisfaction
- concerned with achieving targets, reaching objectives, and achieving goals

Organizational Culture(Continued)

Key Highlights:

- The attitudes and practices that control how employees and executives engage and manage outside contractual ties of a firm are reflected in organization culture.
- Organization culture are assumed rather than explicitly defined.
- gradually evolves over time as result of the collective characteristics of the people the organization hired.

Organizational Culture(Continued)

Organization Culture Example: Google

- Good example of a healthy workplace
- Opportunity to work with cutting-edge technology
- Are actively engaged in addressing the world's major challenges through the most application of technology
- The company constantly monitors employee satisfaction and contentment in addition to giving incentives such as meals, fun activities, napping pods, and on-site physicians.

Organizational Culture(Continued)

- Google accommodates everything within one place- the Google Workplace- from expert stylists to gyms and swimming pools, from essential napping pods to on-site health and wellness facilities, from console games to football and ping pong, etc.
- It has been successful in building an innovative and pleasant work environment for its employees.
- The tech giant promotes organizational performance and productivity.

Organizational Culture(Continued)

- allows employees to escape uninspiring workstations or a formal corporate atmosphere.

Organizational Culture(Continued)

Toxic Company Culture

- includes deviant behaviours, conflict, internal strife, poor communication, power disputes, and low morale.
- also does not put employee well-being first in its activities and policies.

Organizational Culture(Continued)

Key elements of a toxic workplace includes, but may not be limited to

- High employee turnover
- Notably low employee morale
- Discord among employees
- Lack of effective communication

Organizational Culture(Continued)

Changing the Organization Culture

- Is inextricably linked to its objectives
- Senior management can exert influence on the existing organization culture to mold it into a more refined culture to change the directives that define it.

Organizational Culture(Continued)

- The steps are:

(1)

- Organization's top management can revisit the organization's core values and mission.
- A good corporate culture is the consequence of values that have been carefully considered and are consistently upheld.
- To alter the culture, the values should be revisited and redefined, where necessary.

Organizational Culture(Continued)

(2)

- After redefining and refining the values, the organization can begin looking at setting culture goals which allow for the upholding of the new values and envisaged workplace environment.

Organizational Culture(Continued)

(3) To examine the elements that make up the current organization culture and determine what changes need to be addressed to accommodate the new and refined organization values and culture objectives.

Organizational Culture(Continued)

(4)

- After considering all key factors, the organization can then begin to map out a detailed plan to allow for the alteration or improvement of the existing organization culture.

(5) Ongoing Process:

- Monitoring to ensure that the implementation of the plan towards changing the organization culture is producing the desired outcomes.

Organizational Culture(Continued)

Changing Organization Culture can include making changes to the office space itself(redesigning) or establishing a new work-life balance for Employees and/or providing incentives for employees.

Helen, W.(Google)

Organizational Culture(Continued)

- Different organizational culture:
- Based on;
- Geographical zones such as Asia, Europe, Middle East, etc.
- Religion
- Time zone
- Organizational structure
- Technology

Values Across Cultures

Individualism and Collectivism

Most common cross-cultural values

Individualism- the extent to which people value independence and personal uniqueness

Collectivism- the extent to which people value duty to groups they belong and group harmony

McShane, S. and Travaglione, T. (2008)

Power Distance

- The extent to which people accept unequal distribution of power in a society.

High power distance: accept and value unequal power value, obedience to authority and are comfortable receiving commands from their superiors (without consultation or debate)

For example: Thailand, Malaysia, Burma, Vietnam, etc

McShane, S. and Travaglione, T. (2008)

Power Distance

- Low power distance: expect equal power sharing and consultation before decisions affecting them are made.
For example: Australia, England, US, European Nations, etc.

McShane, S. and Travaglione, T. (2008)