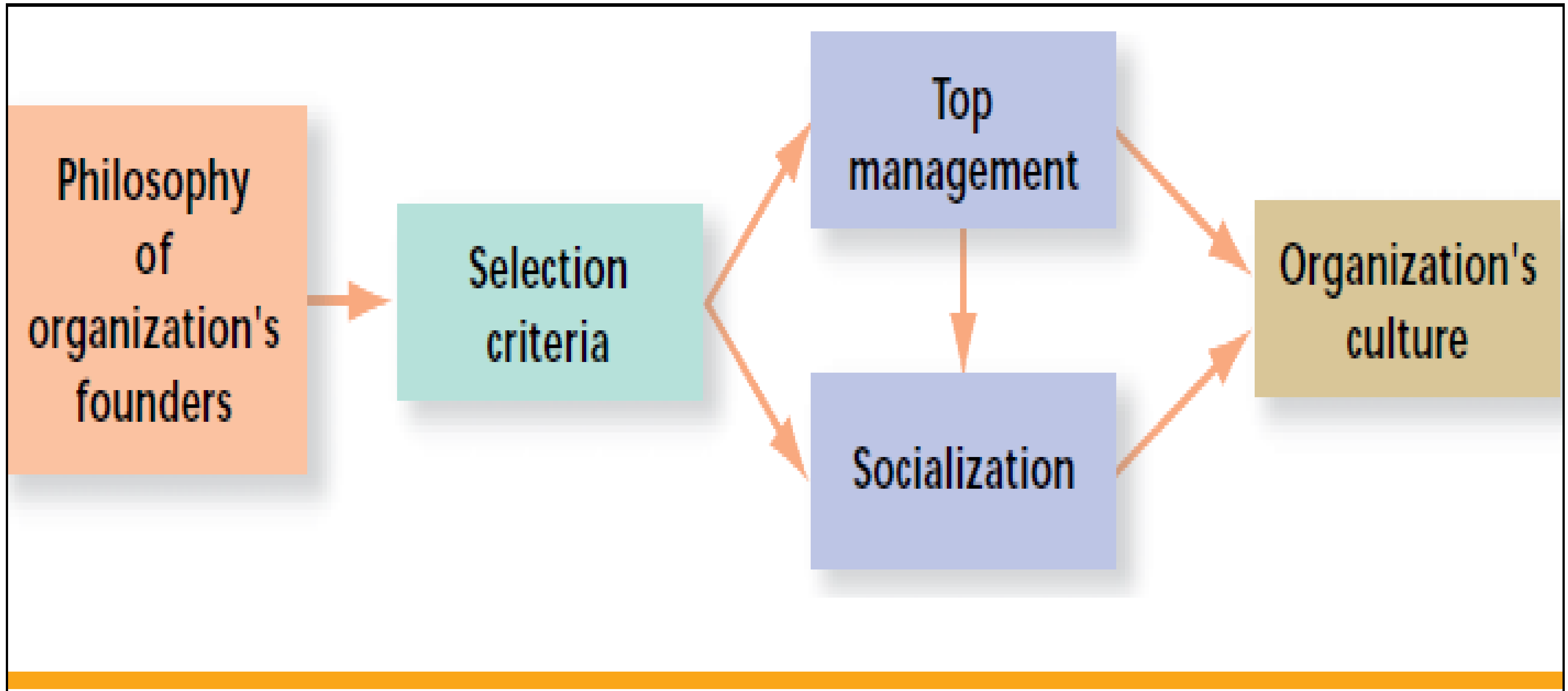


ORGANISATIONAL CULTURE

How a Culture Begins

- An organization's current customs, traditions, and general way of doing things largely owe to what it has done before and how successful those previous endeavours have been.

How Organizational Cultures Form

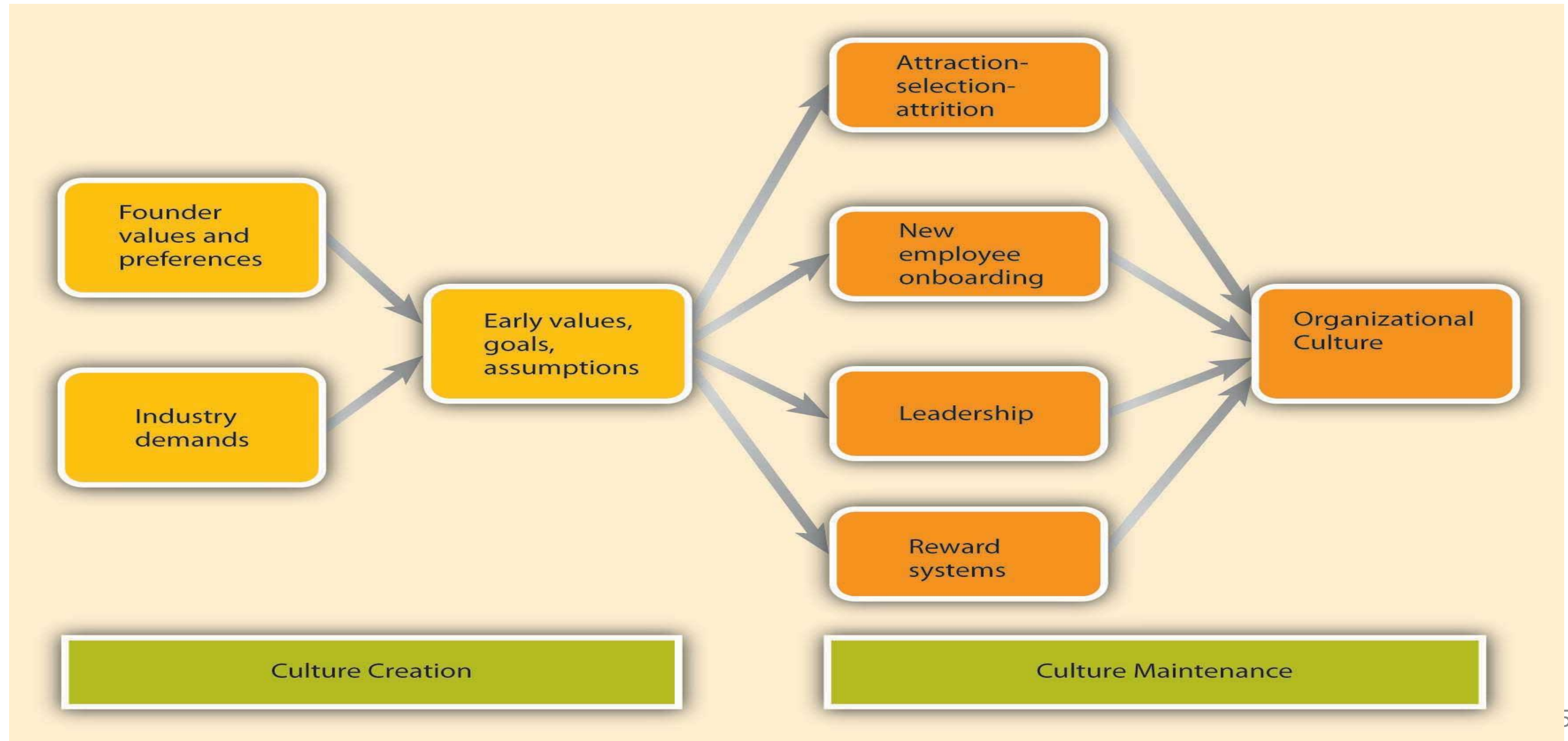


HOW CULTURE IS CREATED



Role of founders' values and vision in creating and sustaining culture

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How Organizational Cultures Form

- Three forces play a particularly important part in sustaining a culture:
- ***Selection* practices,**
- **The actions of *top management***
- ***Socialization* methods.**

Selection

- The explicit goal of the selection process is to identify and hire individuals who have the knowledge, skills, and abilities to perform the jobs within the organization successfully.

Top Management

- The actions of top management also have a major impact on the organization's culture.
- Through what they say and how they behave, senior executives establish norms that filter down through the organization.
- These norms establish whether risk-taking is desirable; how much freedom managers should give their employees; what is appropriate dress; what actions will pay off in terms of pay raises, promotions, and other rewards; and the like.

Socialization

- No matter how effectively the organization recruits and selects new employees, they are not fully trained in the organization's culture when they start their jobs.
- Because they are unfamiliar with the organization's culture, new employees may disturb the beliefs and customs that are in place. The organization will, therefore, want to help new employees adapt to its culture.
- This adaptation process is called **socialization**.

Matching People with Organizational Cultures

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- Research by Goffee and Jones provides some interesting insights on different organizational cultures and guidance for prospective employees.
- Goffee and Jones argue that two dimensions underlie organizational culture.

The Two Dimensions

- *The first is Sociability*
- The second dimension is *Solidarity*

Sociability

- This is a measure of friendliness.
- High sociability means people do kind things for one another without expecting something in return and they relate to each other in a friendly, caring way.

Solidarity

- It considers the strength of the group's task orientation.
- High solidarity means people can overlook personal biases and rally behind common interests and common goals.

Four Culture Typology

Sociability

High

Networked

Communal

Low

Fragmented

Mercenary

Low

High

Solidarity

Networked culture

High on sociability, low on solidarity

- Organizations with this type of culture view members as family and friends. People know and like each other. People willingly give assistance to others and openly share information.
- The major downside to this culture is that the focus on friendships can lead to a tolerance for poor performance and creation of political cliques.

Mercenary Culture

Low on sociability, high on solidarity

- Organizations with this type of culture are fiercely goal-focused. People are intense and determined to meet goals.
- They have a zest for getting things done quickly and a powerful sense of purpose. A mercenary culture is not just about winning; it is about destroying the enemy. This focus on goals and objectivity leads to a minimal degree of politicking.
- The major downside to this culture is that it can lead to an almost inhumane treatment of people who are perceived as low performers.

Communal Culture

High on sociability, high on solidarity

- Organizations with this type of culture value both friendship and performance. People have a feeling of belonging, but there is still a ruthless focus on goal achievement.
- Leaders of these cultures tend to be inspirational and charismatic, with a clear vision of the organizations' future.
- The major downside to this culture is that it often consumes employees' lives.

Fragmented culture

Low on sociability, low on solidarity

- Organizations with this type of culture are made up of individualists.
- Commitment is first and foremost to individual members and their job tasks. There is little or no identification with the organization.
- In a fragmented culture, employees are judged solely on their productivity and the quality of their work.
- The major downside to this culture is that it can lead to excessive critiquing of others and an absence of collegiality and cooperation.

Types of Organizational Culture

