HIGH PERFORMANCE CULTURE

Assoc. Prof. Dr. Hery Winoto Tj, S.E,. M.M., CPHR® ., CHCP-A

ukrida.ac.id

UKRIDA
Universitas Kristen Krida Wacana

- Just as each individual has a unique personality, an organization, too, has a personality.

UKRIDA

- **Organizational culture**: the shared values, principles, traditions, and ways of doing things that influence the way organizational members act and that distinguish the organization from other organizations

UKRIDA

- Research shows there are six dimensions that appear to capture an organization's culture:
    1. Adaptability
    2. Attention to detail
    3. Outcome orientation
    4. People orientation
    5. Team orientation
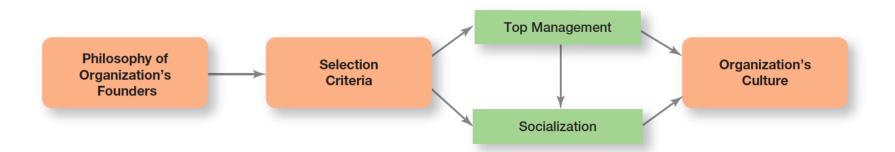   6. Integrity

Strong Versus Weak Cultures

UKRIDA

Strong Cultures	Weak Cultures
Values widely shared	Values limited to a few people – usually top management
Culture conveys consistent messages about what's important	Culture sends contradictory messages about what's important
Most employees can tell stories about company history or heroes	Employees have little knowledge of company history or heroes
Employees strongly identify with culture	Employees have little identification with culture
Strong connection between shared values and behaviors	Little connection between shared values and behaviors

UKRIDA

- The original source of the culture usually reflects the vision of the founders.

- Once the culture is in place, certain organizational practices help maintain it.

- The actions of top managers also have a major impact on the organization's culture.

UKRIDA

```
┌─────────────────┐      ┌──────────────┐                ┌──────────────────┐                ┌─────────────────┐
│  Philosophy of  │      │              │       ┌───────▶│ Top Management   │───────┐       │                 │
│  Organization's │─────▶│  Selection   │───────┤        └──────────────────┘       ├──────▶│ Organization's  │
│    Founders     │      │   Criteria   │       │                 │                 │       │    Culture      │
└─────────────────┘      └──────────────┘       │                 ▼                 │       └─────────────────┘
                                                 │        ┌──────────────────┐       │
                                                 └───────▶│  Socialization   │───────┘
                                                          └──────────────────┘
```
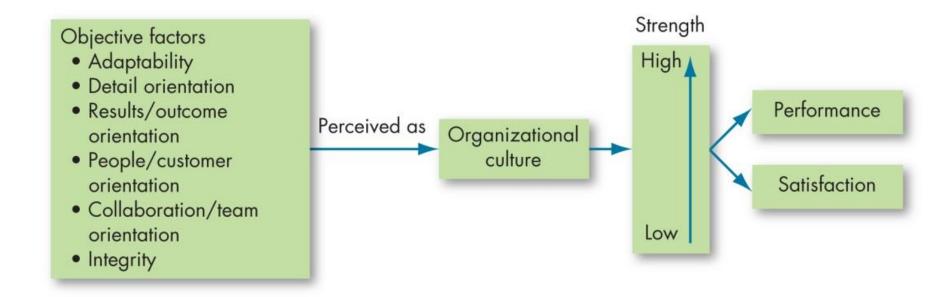
UKRIDA

- Stories

- Rituals

- Material Artifacts and Symbols

- Language

UKRIDA

- How can management create a more ethical culture?
  - Be a visible role model.
  - Communicate ethical expectations.
  - Provide ethics training.
  - Visibly reward ethical acts and punish unethical ones.
  - Provide protective mechanisms.

- There is a trend today for organizations to attempt to create a **positive organizational culture**:
  - Emphasizes building on employee strengths.
  - Rewards more than it punishes.
  - Emphasizes individual vitality growth.

- Positive culture is not a cure-all.

UKRIDA

- Realize that an organization's culture is relatively fixed in the short term. To effect change, involve top management and strategize a long-term plan.

- Hire individuals whose values align with those of the organization; these employees will tend to remain committed and satisfied. Not surprisingly, "misfits" have considerably higher turnover rates.

- Understand that employees' performance and socialization depend to a considerable degree on their knowing what to do and not do. Train your employees well and keep them informed of changes to their job roles.

UKRIDA

- Realize that an organization's culture is relatively fixed in the short term. To effect change, involve top management and strategize a long-term plan.

- Hire individuals whose values align with those of the organization; these employees will tend to remain committed and satisfied. Not surprisingly, "misfits" have considerably higher turnover rates.

- Understand that employees' performance and socialization depend to a considerable degree on their knowing what to do and not do. Train your employees well and keep them informed of changes to their job roles.

Thank You

ukrida.ac.id

UKRIDA
Universitas Kristen Krida Wacana