

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

LECTURE 13

ORGANIZATIONAL CULTURE

PSYC-6223



ORGANIZATION

- A social unit of people that is structured and managed to meet a need or to pursue collective goal.
- In simple words, different individuals come together, form a group for a collective purpose or objective.

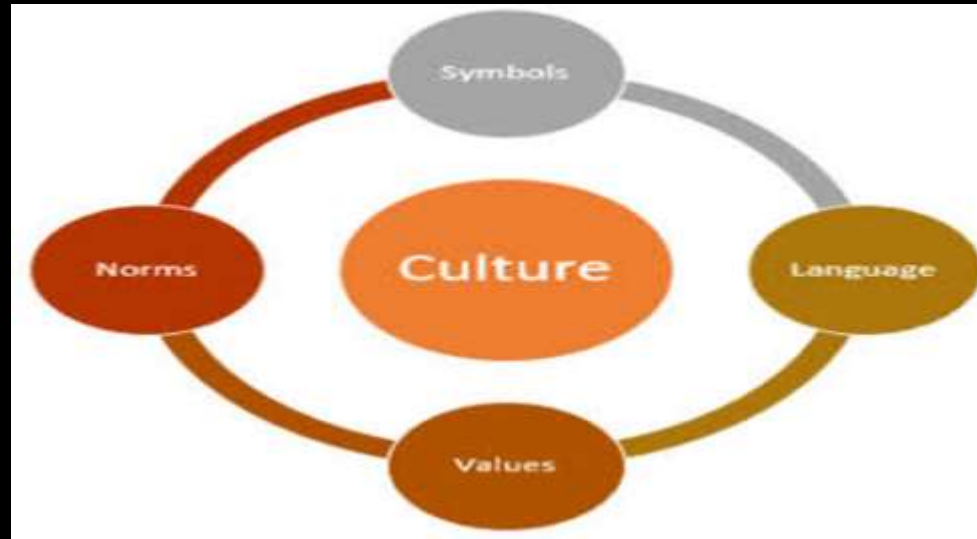


CULTURE:

- Something made-up of the beliefs, ideologies, principles and values of people living in the society.
- It determines the direction of the “thinking and action” of the people....



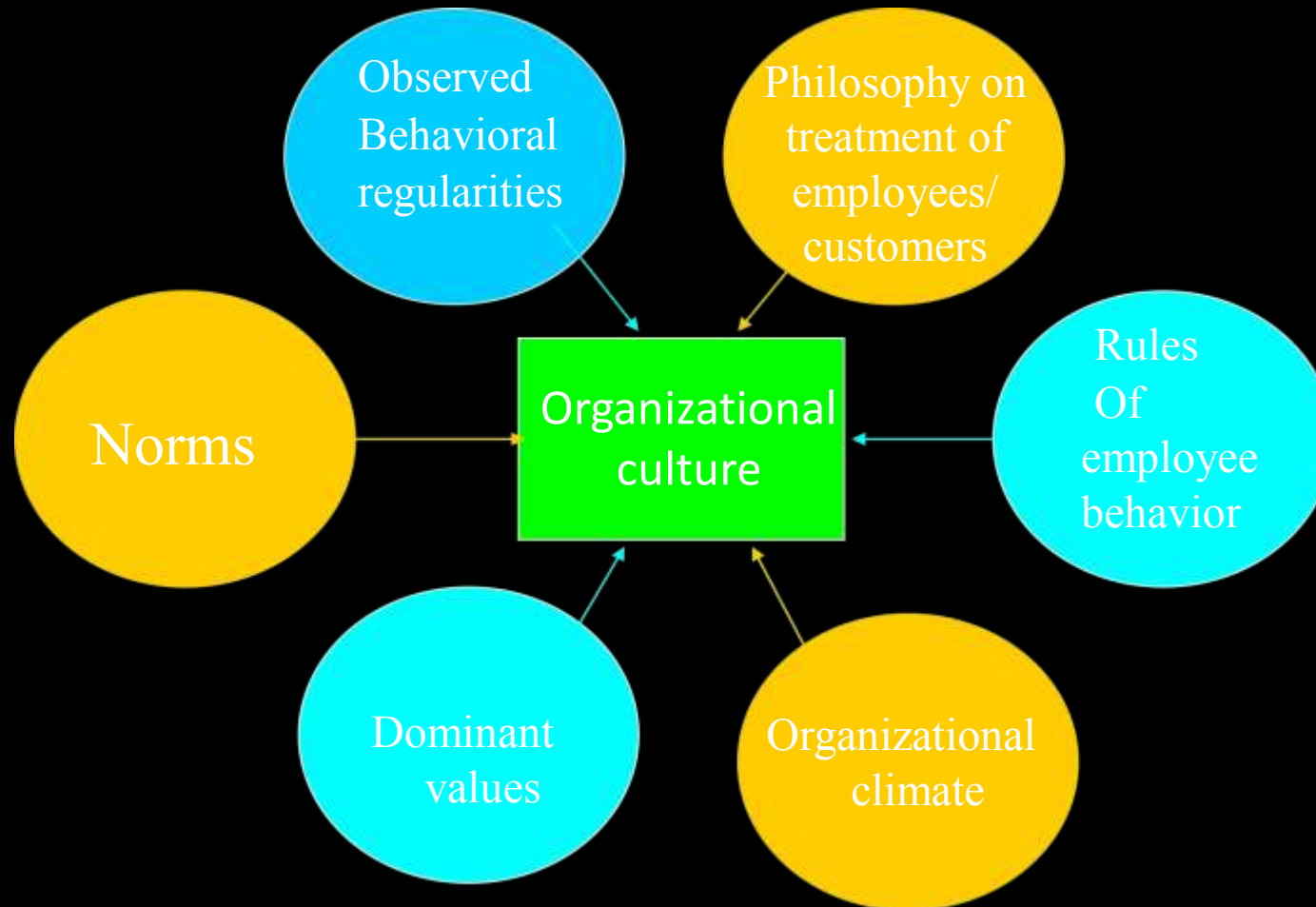
DEFINITION



Culture is the unique dominant pattern of shared beliefs, assumptions, values, and norms that shape the socialization, symbols, language and practices of a group of people.

- The attitude and approaches that typify the way staff carry out their tasks.
- Culture is developed and transmitted by people, consciously and unconsciously, to subsequent generations.

CHARACTERISTICS OF ORGANIZATIONAL CULTURE



SHARED ASSUMPTIONS:

- Shared assumptions are the thoughts and feelings that members of a culture take for granted and believe to be true.

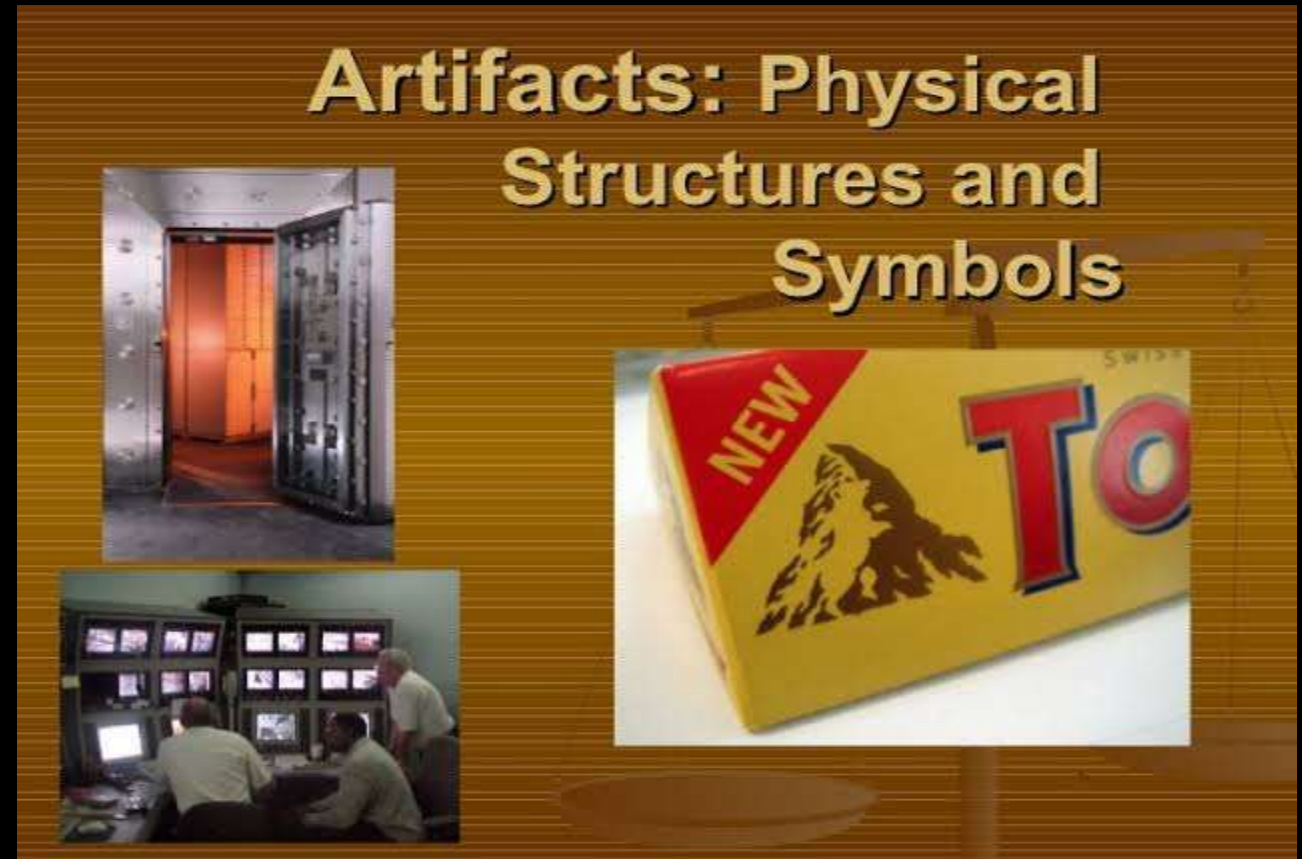


VALUES AND NORMS:

- **Values** are the basic beliefs people hold that specify general preference and Behaviours, and define what is right and wrong.
- cultural values are reflected in a society's morals, customs and established practices
- **Norms** are rules that govern Behaviours of groups of people.

SYMBOLS:

- A symbols is any visible object, act, or event that conveys meaning to others. examples:
- Artefacts
- Dress
- Office layout
- Slogans
- ceremonies



LANGUAGE

- Language is a shared system of vocal sounds, written signs, and/or gestured used to convey meaning among members of a culture.



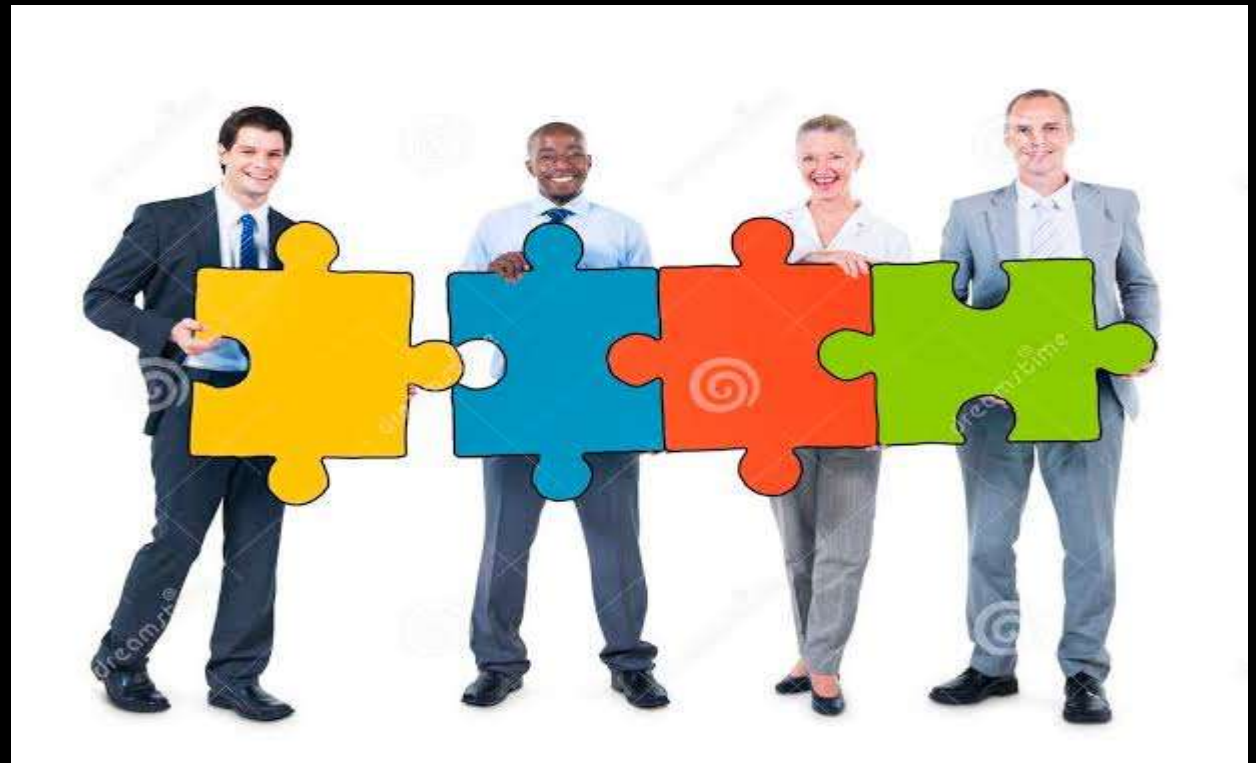
PRACTICES:

- Practices are observable cultural customs such as taboos (culturally forbidden Behaviours) and ceremonies.



SOCIALIZATION

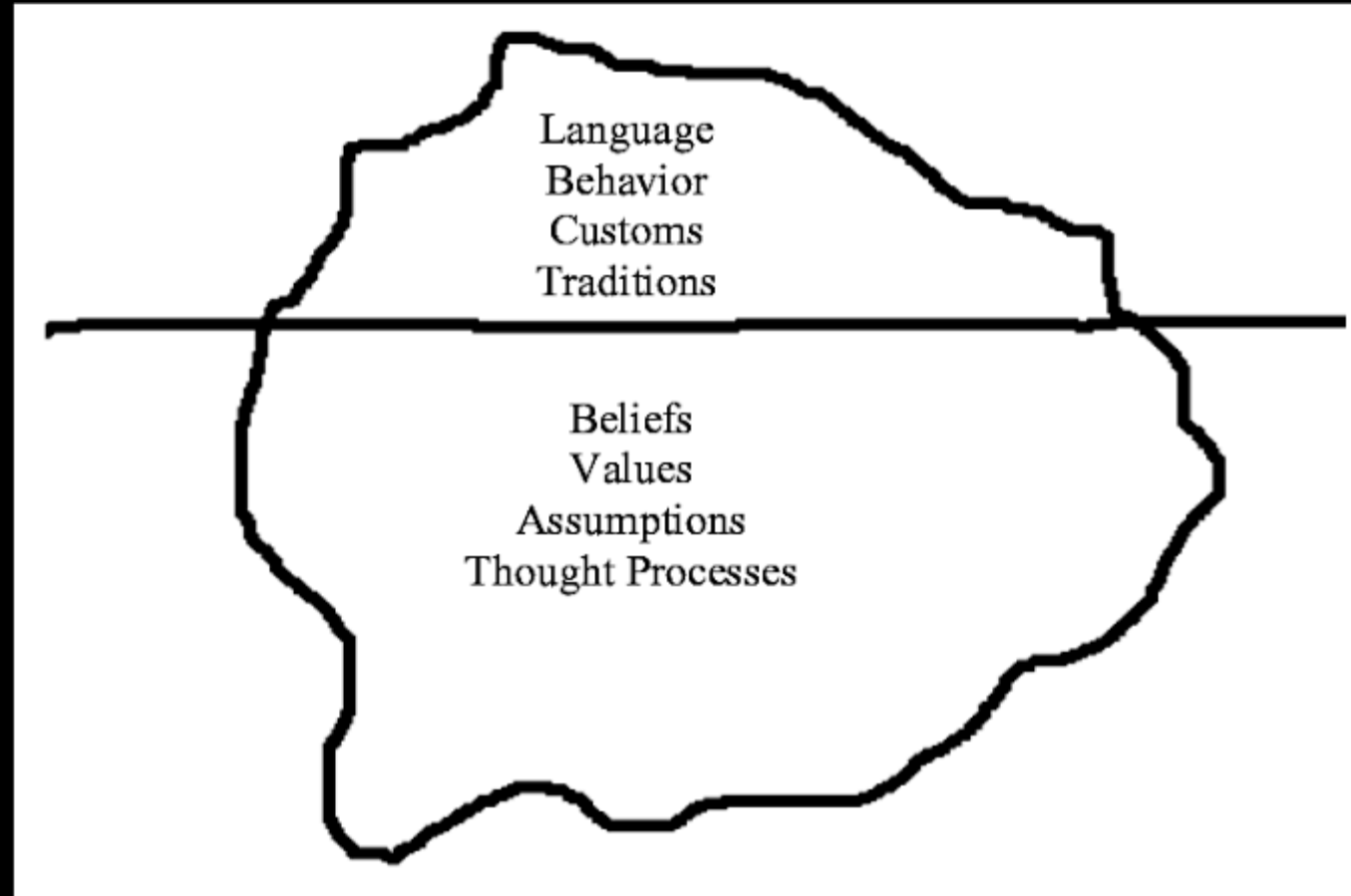
- Socialization is the process by which people learn values, norms, Behaviours and social skills. It is the means by which new members are brought into a culture.



WHAT MUST BE FOR CULTURE TO EXIST?

- It must be shared by the vast majority of members of a group or society.
- It must be passed on from generation to generation; and
- It must shape behavior and perceptions.

CULTURAL ICEBERG



ORGANIZATIONAL CULTURE

- It determines through the organization's rituals, values, means, norms and language.
- As a result the culture of an organization is a sense of identity_ 'who we are', 'what we stand for', and 'what we do'.
- In short, org. culture is the way in which 'things are done in the organization.'



ROLE OF AN ORGANIZATIONAL CULTURE:

- Culture provides a sense of identity.
- Culture helps to create a commitment to the vision and the mission of the organization,
- Culture clarifies and reinforces standards of behavior.

IMPORTANCE OF AN ORGANIZATIONAL CULTURE:

- It is the culture that decides the way employees interact at their workplace.
- It also promotes healthy relationships at workplace (among the employees).
- It represents certain predefined guidelines which guide the employees and give them a sense of direction at the workplace.

- No two organizations can have the same culture. It is the culture of an organization which make it distinct from others.
- It bring all the employees on a common platform and also unites the employees coming from various background (i.e.- religion, cast, area, etc.)

TYPES OF CULTURE

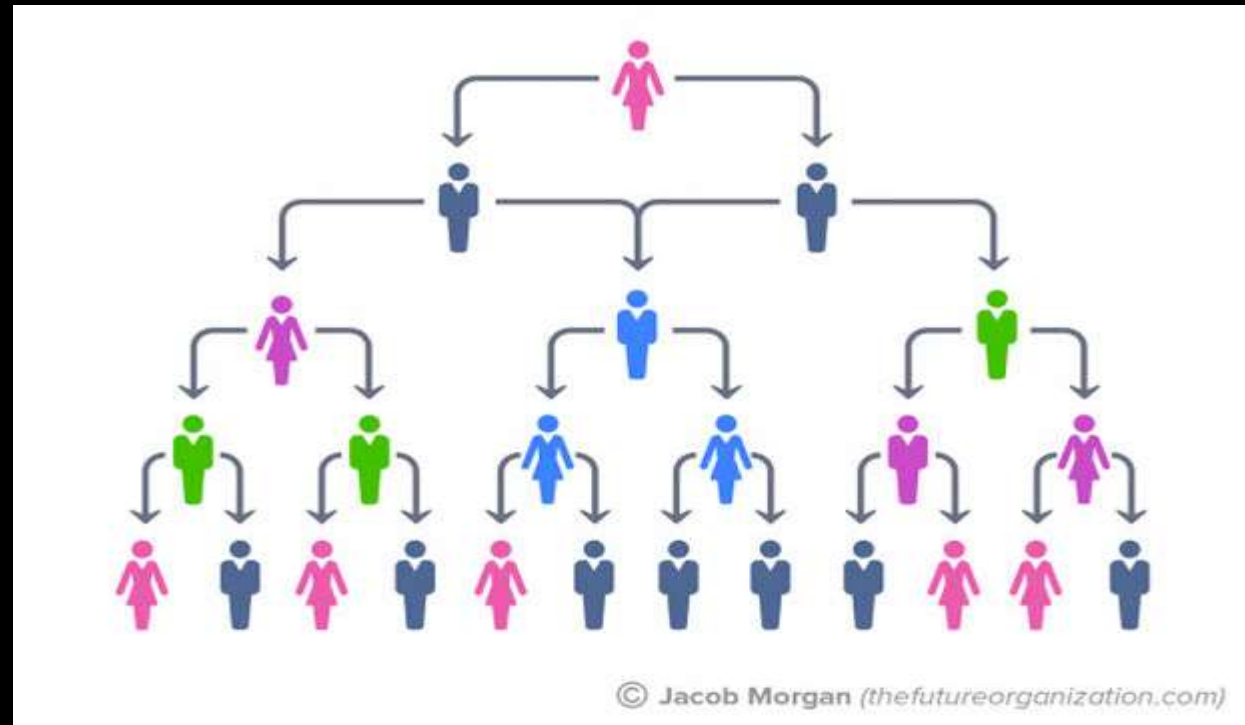
• The basic types of organizational culture are:

1. Hierarchy culture
2. Market culture
3. Clan culture
4. Adhocracy culture



HIERARCHY CULTURE:

it is a systematic culture in which every things has its own level and importance. In it every things is done in a systematic process.



MARKET CULTURE:

- In such a organizational culture the organizational total depend upon the outside or the external environment. In this culture the main focused in on stability and order with an external orientation in mind.
- In a market culture, the values and norms reflect the significance of achieving measureable and demanding goals mainly concerning those that are financial and market based.
- Companies with a market culture tend to focus on:
 - Sales growth
 - Profitability
 - Market share

CLAN CULTURE:

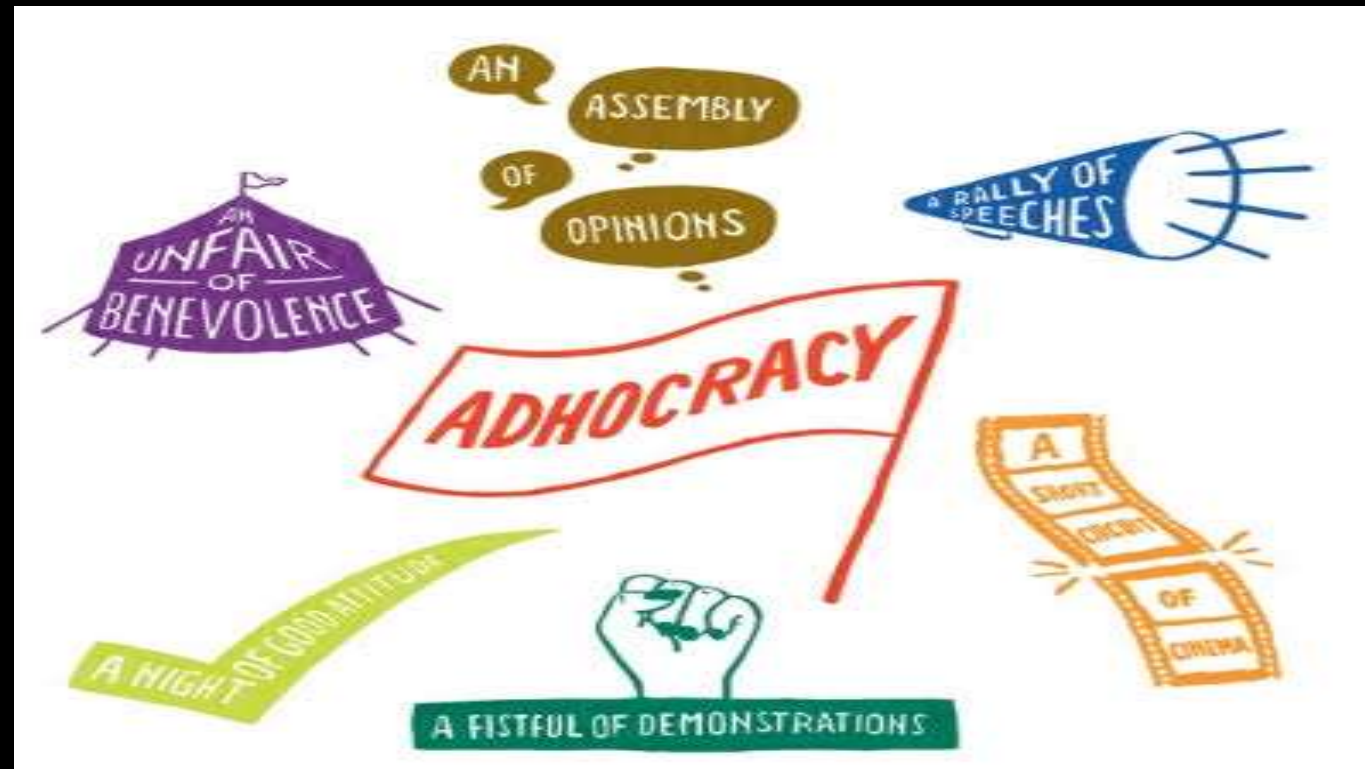
A culture which is flexible and discrete. Here the members as employees share the vision, mission and values of the organization and an atmosphere is created for fun and adventure with the spirits of work for the employees.

- A clan culture achieve unity through socialization.



ADHOCRACY CULTURE:

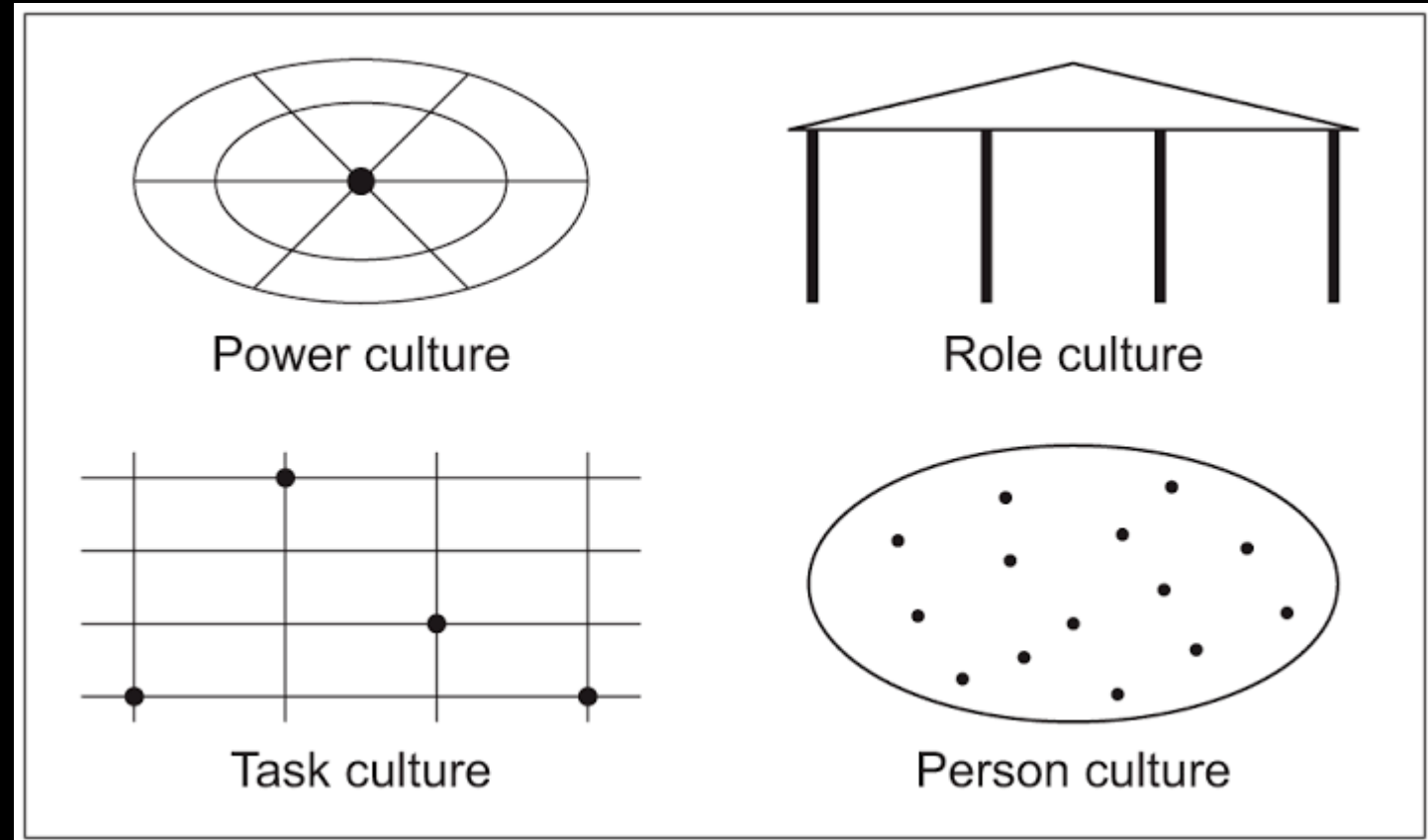
Organization that have an adhocracy culture emphasize an orientation towards the external environment with an internal flexibility and discretion.



HANDY'S 4 TYPES OF ORGANIZATIONAL CULTURE:

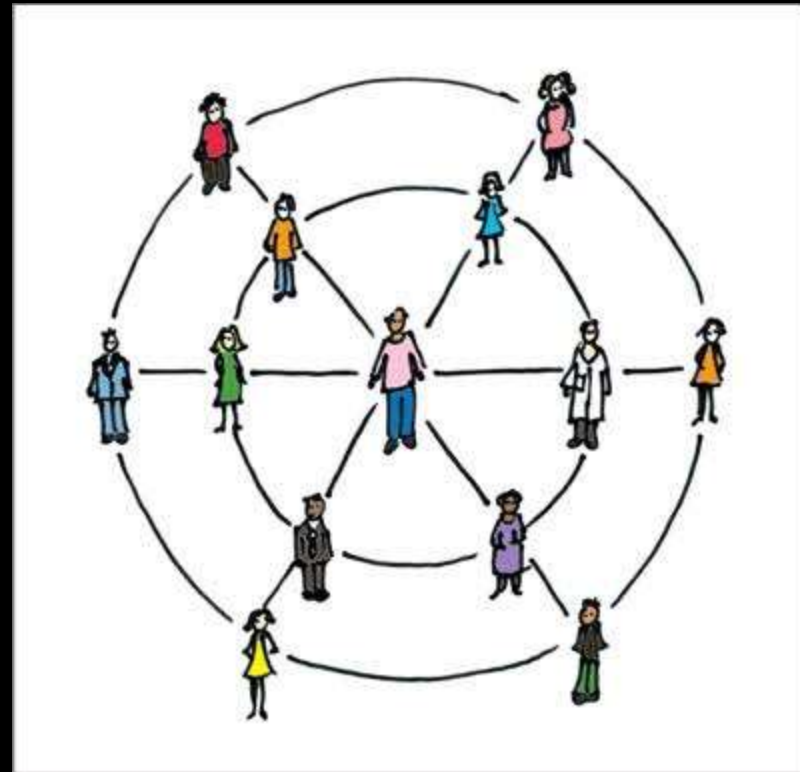
Following are the four organizational culture:

- A power culture
- A role culture
- A task culture
- A person culture



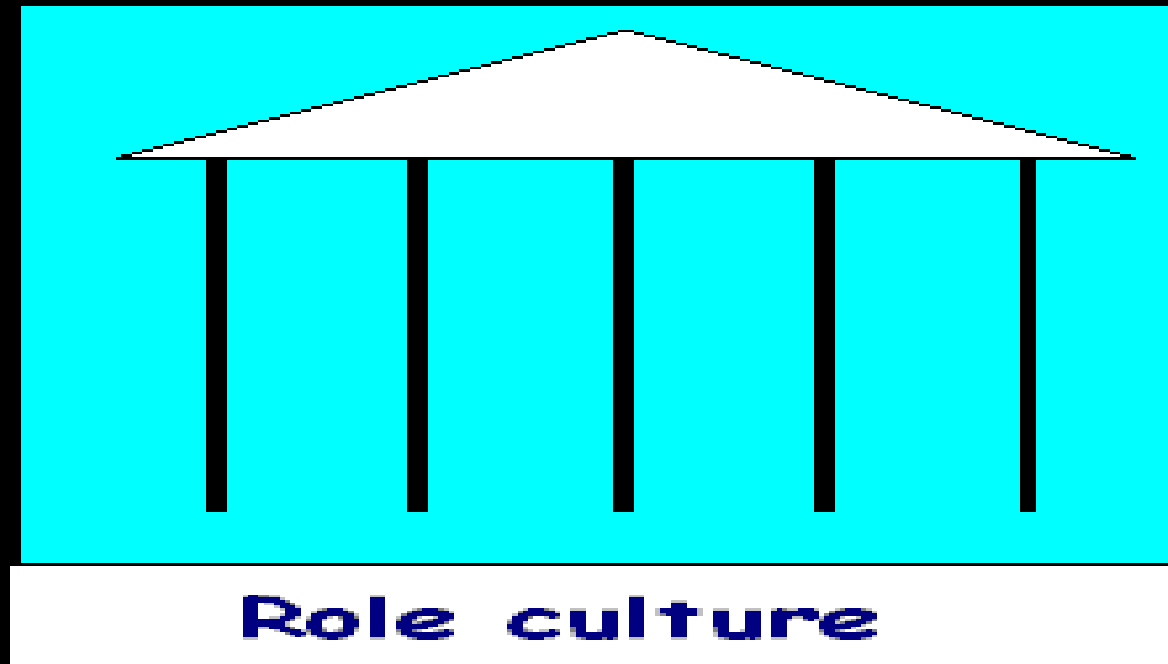
A POWER CULTURE:

- A power culture is one based on the dominance of one or a small number of individuals within an organization. They make the key decisions for the organization.



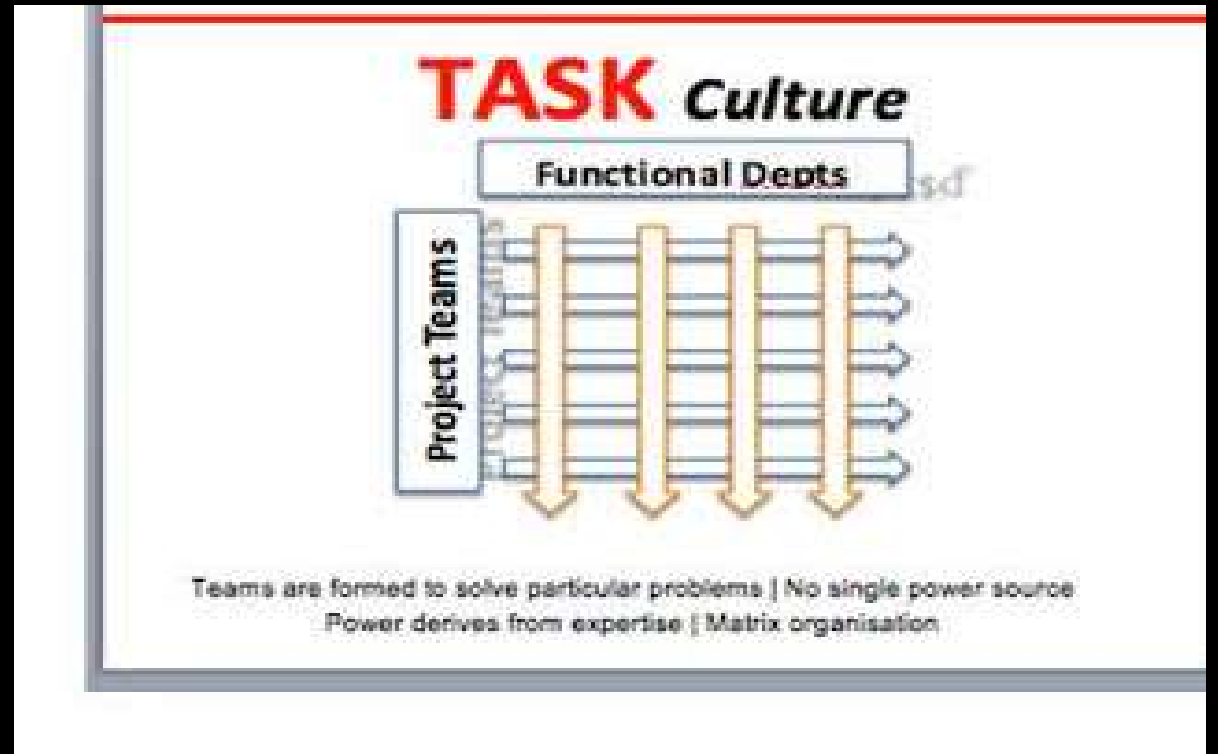
A ROLE CULTURE:

- A role culture exist in large hierarchical organizations in which individuals have clear roles (jobs) to perform which are closely specified.



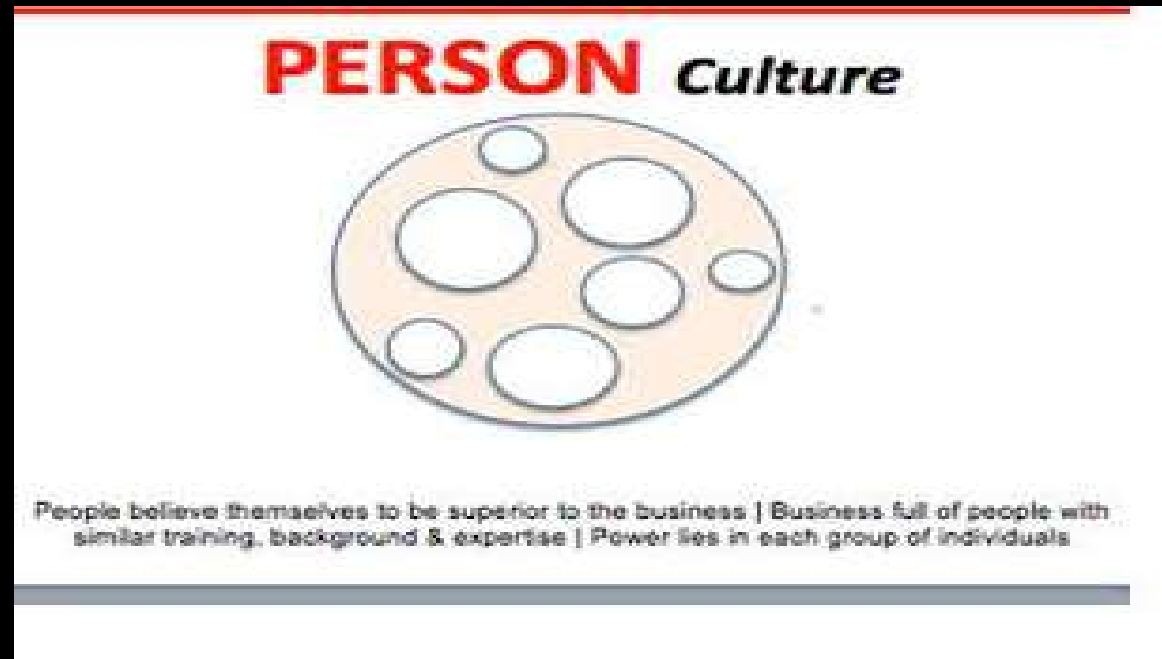
A TASK CULTURE:

- A task culture it exist when teams are formed to complete particular tasks. A different teams have distinct culture.....
which make it more creative.



A PERSON CULTURE:

- A person culture is the most individualistic form of culture and exist when individuals are fully allowed to express themselves and make decisions for themselves. It only exist in a very loose form of organization.



CLASSIFICATION OF ORGANIZATIONAL CULTURE:

- Strong vs. weak culture
- Soft vs. hard culture
- Formal vs. informal culture

STRONG VS. WEAK CULTURE:

- Strong culture is said to exist where staff respond to stimulus because of their alignment to organizational values.

i.e. Firm operate like a very well oiled machines....

Whereas, in weak culture there is a little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy.

SOFT VS. HARD CULTURE:

- In a soft culture the employees pursue their own personal goals and give less importance to the organizational goals.
- Whereas, in a hard culture the employees consider more on organizational goals than of their own goals.

FORMAL VS. INFORMAL CULTURE:

- In formal organizational culture there is more emphasis on roles, responsibilities, rules and regulations.
- Whereas, in informal culture there is no such thing like rules and regulations, etc. employees are free to do their works as they like...

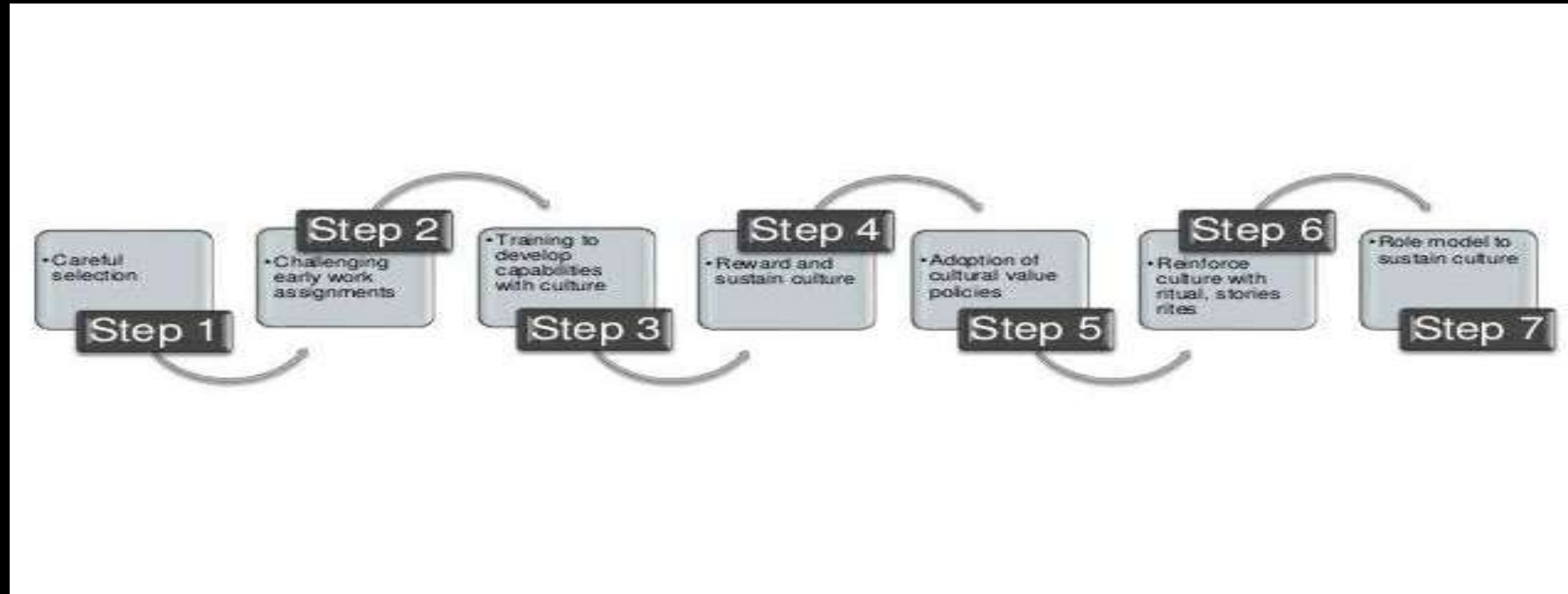
RELATIONSHIP BETWEEN CULTURE AND ORGANIZATIONAL PERFORMANCE:

- Organizational culture has a potential to enhance organizational performance, individual satisfaction, the sense of certainty about how problems are to be handled.
- Culture serve as a control mechanism to channel behavior towards Behaviours and to prevent undesired Behaviours.

BUILDING A STRONG ORGANIZATIONAL CULTURE:

- A common behavioral style must be shared by managers and employees.
- Have the same basic approaches to solving problems, meeting goals and dealing with stakeholders.
- Have share common norms that guide rule governing rewards and punishment.
- a strong organizational culture assist in the creation of a stable organization, the consequences of which lead to the achievement of the company's strategic goals.

STEPS TO BUILDING A STRONG ORGANIZATIONAL CULTURE:



OUTCOMES OF SOCIALIZATION PROCESS:

Successful socialization

- ❑ Job satisfaction
- ❑ Role clarity
- ❑ High work performance
- ❑ Understanding of culture
- ❑ Commitment to organization
- ❑ Internal values

Unsuccessful socialization

- ❑ Job dissatisfaction
- ❑ Role ambiguity and conflict
- ❑ Misunderstanding, tension, and perceived lack of control
- ❑ Low job involvement
- ❑ Low performance
- ❑ Rejection of values

ANY QUESTION

THANK YOU

