

SUPPORT

Organizational Culture ? Definitions & Models

Hofstede noted that the attribution of a culture to organization is a relatively recent phenomenon first appearing in English language in the 1960s.

Authors show a dichotomy of view:

- > Some believing that :
 - Culture is something the organization is
 - It is an integral part of the firm that is fixed and stable
 - It is not very adaptable to change
- > Others believe that culture
 - Is something an organization has
 - It is an adaptive phenomenon that evolves and changes with the internal and external environments of the firm

I. What is Organization (or Corporate) culture? (some definitions)

> Goffee & Jones:

Culture holds the organization together, acting as a force cohesion in the firm.

Culture is embedded in the members of the organization, enabling the successful firm to continue to do what it is doing.

> Meyerson & Martin : (applied to org.)

Culture is an integrating mechanism, a social or normative glue that holds together the potentially diverse members of a group.

- > Pedersen & Sorensen:
- « As in traditional anthropological social entities, organizations create systems of meanings that influence the myriad behaviors, routines, and practices recognized as a dinstinct way of organizational life ».
- > Camerer & Vepsalalainen :

Culture is a « set of board, tacitly understood, rules which tell employees what to do under a wide variety of unimaginable circumstances ».

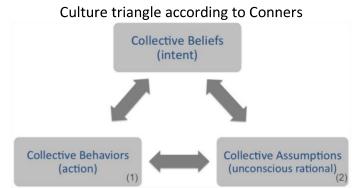


> French et al. (2011, p339) :

Culture is « a system of shared beliefs and values that guides behaviour ».

> Conners:

Culture is « the basic patterns of shared beliefs, behaviors and assumptions organizational members acquire over time »



- (1) They are the way that members of the workforce behave on a day-to-day basis
- (2) Set of integrated values and expectations that shape what individuals think about their environment.

Important issues to notice:

(OC: Organizational culture)

- > OC is influenced by the differences of national cultures
- > OC is influenced by the cultural differences within the organization
- > OC is influenced by the differences between organizations
- > The corporate culture can go beyond the nationles borders
- > To « manage culture » means that Corporates create culture in which people will work toghether to achieve the organization's goals as well as reconciling dilemmas that originate from issues of corporate culture.



> OC componements:

Tab. 1:	Elements of	organizational	structure
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	Factors acting	externally	Factors in organization	
	immaterial	material	immaterial	material
Artefacts	 image presentation of vision and philosophy of organization 	 products design logo advertisement motto organizational colours buildings architecture identification of management functions 	 language used stories and myths customs heroes rituals ceremony valuing employees employee status 	 working environment furnishings promotional items working conditions clothes of employees employee benefits
Norms and values	 organization strategy negotiations on market negotiating with business partners communication with customers 	 code of ethics sustainable development corporate social responsibility 	 management style working atmosphere information flows codes of conduct and relationship in the workplace 	 organizational structure regulations and documents of organization informal norms

Source: M. Vetráková & L. Smerek (2016): "Diagnosing organizational culture in national and intercultural context", Ekonomie a Management (Economy and Management), March 2016

II. Why organizational culture?

- > Culture is an asset in all organizations...
- > OC defines behaviors and bonds
- > OC asserts solutions where there is ambiguity
- > CO governs the way a company processes information, its internal relations and values
- > OC influences numbers of organizational functions directly related to the members of the group : Conflict resolution ; Coordination and Control ; Reduction of uncertainty ; Competitive advantage ; Motivation ; Cohesion ..

Evidences... But...

Leading research of Cameron & Quinn; also Trice & Beyer:

They asked thez question: what differentiates organizations that are successful from others that are not, given similar markets, similar business segments and similar ressources.

Two major results:



- > They identified the powerful effect that corporate culture has on performance and hence the long-term viability of an organization.
- > Corporate culture also has visible effects on individuals and hence their productivity : it affects employee morale, commitment, physical and emotional health.

III. Models of Corporate culture

Numerous typologies and classifications of corporate culture were developed (See Appendix) They provide a broad overview of the factors ans variations in corporate cultures.

Common points:

The different approaches included:

- Behavioral reponse / - Structural response / - Procedural response /- Personnal approach



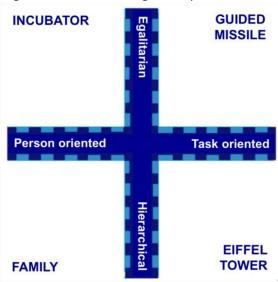


1. Trompenaars' Model

Identifying 4 competing organizational cultures that are derived from related dimensions:

- > Task or Person (high vs low formalization)
- > Hierarchical or Egalitarian (high vs low centralization)

Conmbining these dimensions gives 4 possible culture types:



> The Family

- > High degree of centralization
- > Low degree of formalization
- > Highly personalized organization
- > Predominantly power-oriented
- > Employees interact auround the centralized power (father)
- > The power is based on an autocratic leader
- > Employees need to be as near as the center as possible
- > No many rules and little bureaucracy
- > Logic of vertical differentiation : power and status are hierarchical

> The Eiffel Tower

- > High degree of formalization
- > High degree of centrlization
- > Control via systems of rules, procedures, assigned rights and responsabilities
- > Respect of authority is based on the respect for functional position and status
- > Employees are subordinated to universally applicables rules and procedures
- > Order and predictabilité are highly valued in the process of managing
- > This role-oriented organization is slow to adapt to change
- > Org. is inflexible (<= Bureaucraty and formalization)



> The Guided Missile

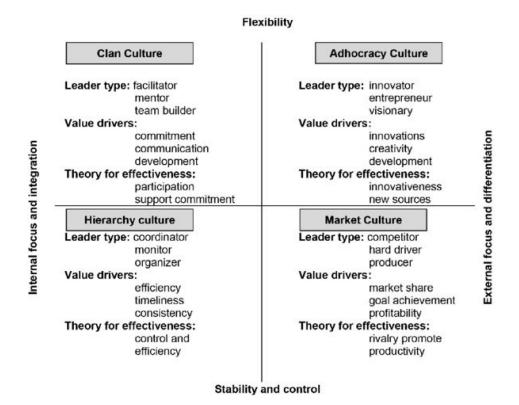
- > Low degree of centralization
- > High degree of formalization
- > Organization is task and projet oriented
- > Relationships are very results oriented
- > Relationships are based on rational/instrumental considerations
- > Relationships are limited to the specific functional aspects of the individuals
- > Achievement and effectiveness are more important than demands of authortity ou procedures
- > The management is seen predominantly as a continuous process of solving problems
- > The manager is considered a team leader
- > This task-oriented organization is flexible and dynamic => highly adptative

> The Incubator

- > Low degree of centralization
- > Low degree of formalization
- > A person-oriented culture
- > All is related individuals : Org exists only to serve the needs of its members
- > Responsabilites and tasks are assigned according to member's preferences
- > Control via persuasion and mutual concen of members

2. Cameron & Quinn Model

Identifying 4 competing organizational cultures based on 2 crieria : flexibility vs stability and control; internal focus with integration vs external focus with differentiation.





Appendix: An overview of organizational culture models

Mitroff & Killman Sensation – Inhisting Intuition – Teeling Garing, decentralized, flexible, few rules Sensation – Feeling Garing, decentralized, flexible, few rules Sensation – Feeling Garing, decentralized, flexible, few rules Sensation – Feeling Caring, decentralized, flexible, few rules Sensation – Feeling Personal, home-like, relationship-driven, non-bureaucratic Sensation – Feeling Caring, decentralized, flexible, few rules Process Type J Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, moderate specialization, long-term employment, individual responsibility, and decision making Carontol, long-term employment, individual responsibility, and decision making Carontol (1984) Feature (1984)	Author(s)	Type of Corporate Culture	Dominant Ideologies
Intuition – thinking Intuition – feeling Integration - feeling Integrative Incubator Individualisti Individualisti Incubator Individualisti Individualisti Incubator Individualisti Indivi	Mitroff & Killman	Sensation -thinking	Impersonal, abstract, certainty, specific, authoritarian
(1982) Intuition – feeling Sensation - feeling Sensation - feeling Fersonal, ho Personal, ho Personal, ho Clan control, Type J Type A Type J Type Z Type Z Tough-guy, Macho Work-hard, Play-hard Peranoid Bet-your-company Vries & Milner Paranoid Avoidant Charismatic Bureaucratic Bureaucratic Charismatic Charismatic Bureaucratic Club (Zeus) Club (Zeus) Task (Athena) Role (Apollo) Existential (Dionysus) Individualistic Encoperent Exacting Exacting Integrative Engloyee or Exacting Exacting Exacting Integrative Engloyee or Employee or	(1975)	Intuition – thinking	_
(1982) Sensation - feeling Personal, ho Type A Clan control Type J Clan control Type Z Clan control Type Z Clan control Work-hard, Play-hard Work-hard, Play-hard Wery high risk, slo Tough-guy, Macho Work-hard, Play-hard Wery high risk Quir-company Pear, distrus Avoidant Charismatic Power, suco Bureaucratic Power, suco Charismatic Power, suco Depersonalic Schizoid Politicized, is Individualisti Schizoid Performance Concern for Performance Performance Performance Performance Concern for Hierarchical, Bureaucratic Goal-oriente Individualisti Productivity. Shared value Responsive,		Intuition – feeling	Caring, decentralized, flexible, few rules
(1982) Type A Type J Type J Type Z Type Z Clan control, making Low risk, slo High risk, qu Mork-hard, Play-hard Very high risk Nories & Milner Paranoid Avoidant Charismatic Bureaucratic Charismatic Charismatic Charismatic Bureaucratic Charismatic Charismatic Charismatic Charismatic Bureaucratic Schizoid Club (Zeus) Club (Zeus) Club (Zeus) Club (Zeus) Club (Zeus) Charismatic Demoralizing Existential (Dionysus) Individualisti & Von Gillow Caring Exacting Integrative Integrative Clan Clan Clan Clan Clan Clan Clan Clan			Personal, home-like, relationship-driven, non-bureaucratic
Type J Type Z Type Z Type Z Clan control, making Making Process Clan control, making Clan control, making Clan control, making Low risk, slo High risk, qu Medium risk Very high risk Fear, distrus Fear, distrus Fear, distrus Powerlessne Powerlessne Charismatic Bureaucratic Schizoid Club (Zeus) Club (Zeus) Task (Athena) Role (Apollo) Existential (Dionysus) Role (Apollo) Existential (Dionysus) Individualisti & Von Gillow Caring Exacting Caring Exacting Integrative Endromance Concern for Family Individualisti Bureaucratic Goal-criente Individualisti Bureaucratic Goal-criente Individualisti Bureaucratic Shared valu Responsive,	Ouchi (1982)	Type A	
Kennedy Process Tough-guy, Macho Work-hard, Play-hard Bet-your-company Vries & Milner Paranoid Avoidant Charismatic Bureaucratic Schizoid Club (Zeus) Task (Athena) Role (Apollo) Existential (Dionysus) & Von Gillow Apathetic Caring Exacting Integrative enaars & Family den-Turner Guided Missile Incubator On & Quinn Hierarchy Market Clan Adhocracy		Type J	Clan control, low specialization, long-term employment, collective responsibility and decision making
Kennedy Process Tough-guy, Macho Work-hard, Play-hard Bet-your-company Vries & Milner Paranoid Avoidant Charismatic Bureaucratic Schizoid Club (Zeus) Task (Athena) Role (Apollo) Existential (Dionysus) & Von Gillow Apathetic Caring Exacting Integrative enaars & Family den-Turner Guided Missile Incubator Adhocracy Adhocracy		Type Z	Clan control, moderate specialization, long-term employment, individual responsibility, group decision
Kennedy Process Tough-guy, Macho Work-hard, Play-hard Bet-your-company Vries & Milner Paranoidd Avoidant Charismatic Bureaucratic Schizoid Club (Zeus) Task (Athena) Role (Apollo) Role (Apollo) Existential (Dionysus) Integrative enaars & Eiffel Tower Guided Missile Incubator Adhocracy Process Low risk, slow feedback, little structure Medium risk, active, persistent, flexible structure Wery high risk, slow feedback, clear structure Very high risk, slow feedback, clear structure Very high risk, slow feedback, clear structure Pear, distrust, suspicion Powerlessness, inaction Powerlessness, inaction Powerlessness, inaction Powerlessness, following leader Powerlessness, inaction Powerlessness, following leader Powerlessness, inaction Powerlessness, following leader Powerlessness, inaction Powerlessness, following leader Powerlessness, inaction Powerlessness, inact		,	making
Tough-guy, Macho Work-hard, Play-hard Work-hard, Play-hard Work-hard, Play-hard Wery high risk, active, persistent, flexible structure Wery high risk, slow feedback, clear structure Fear, distrust, suspicion Charismatic Powerlessness, inaction Power, success, following leader Bureaversal, few rules, empathy, trust Creative, goal orientation, group decision making Existential (Dionysus) Role (Apollo) Existential (Dionysus) Family Exacting Endictions, group decision making Exacting Exacting Exacting Exacting Exacting Exacting Exacting Exacting Endictions, group decision Exacting Exact		Process	slow feedback, rules-driven, exposure avoid
Work-hard, Play-hard Bet-your-company Vries & Milner Paranoid Paranoid Paranoid Paranoid Powerlessness, inaction Charismatic Powerlessness, inaction Powerlessness, inaction Charismatic Powerlessness, inaction Powerlessness		Tough-guy, Macho	
Vries & Milner Paramoid Avoidant Charismatic Bureaucratic Club (Zeus) Club (Zeus) Caring Exacting Caring Exacting Family den-Turner Guided Missile Clan Clan Market Vries & Milner Paramoid Fear, distrust, suspicion Powerlessness, inaction Powerlessness, inaction Powerlessness, following leader Power, success, following leader Power success, following leader Power success, following leader Power success, following leader Power success, following leader	,	Work-hard, Play-hard	Medium risk, active, persistent, flexible structure
Vries & Milner Paranoid Avoidant Avoidant Powerlessness, inaction Charismatic Bureaucratic Charismatic Bureaucratic Club (Zeus) Club (Zeus) Club (Apollo) Role (Apollo) Existential (Dionysus) Caring Exacting Caring Exacting Exacting Exacting Exacting Exacting Exacting Enterpreneurial, rew rules, empathy, trust Concern Exacting Enterpreneurial, cynical Concern for employees, performance orientation Exacting Enterpreneurial, personal, power oriented, high-context den-Turner Guided Missile Incubator Hierarchy Market Clan Adhocracy Fear, distrust, suspicion Powerlessness, inaction Power, success, following leader Populitizzed, detailed, rigid Power, success, following leader Pomoralized, isolated Profundualistic, self-foriented, little structure Demoralizing, cynical Employee concern Employees oncern Employees, performance orientation Concern for employees, performance orientation Employees, performance orientation Goal-oriented, impersonal, group decision making Individualistic, self-fulfillment, personal Bureaucratic, efficient, formal, structured Productivity orientation, competitive, aggressive Shared values, cohesion, participative Responsive, entrepreneurial, creative		Bet-your-company	Very high risk, slow feedback, clear structure
Avoidant Charismatic Bureaucratic Bureaucratic Club (Zeus) Club (Zeus) Club (Apollo) Existential (Dionysus) Exacting Exacting Exacting Exacting Entrepreneurial, few rules, empathy, trust Creative, goal orientation, group decision making Exacting Employee concern Employee concern Employees, performance orientation Employees, performance orientation Family Hierarchical, personal, power oriented, high-context Bureaucratic, hierarchical, rules and regulations, ratio Goal-oriented, impersonal, group decision making Individualistic, self-fulfillment, personal Individualistic, self-fulfillment, personal Exproductivity orientation, competitive, aggressive Shared values, cohesion, participative Responsive, entrepreneurial, creative	Ket de Vries & Milner	Paranoid	Fear, distrust, suspicion
Charismatic Bureaucratic Bureaucratic Club (Zeus) Club (Zeus) Club (Apollo) Role (Apollo) Existential (Dionysus) Caring Exacting Exacting Integrative enaars & Family Club (Missile Incubator On & Quinn Market Clan Adhocracy Charismatic Power, success, following leader Power, success, following leader Power, success, detailed, rigid Popersonal, few rules, empathy, trust Creative, goal orientation, group decision making Endividualistic, self-oriented, little structure Employee concern Performance and success orientation Concern for employees, performance orientation Hierarchical, personal, power oriented, high-context Bureaucratic, hierarchical, rules and regulations, ratio Goal-oriented, impersonal, group decision making Individualistic, self-fulfillment, personal Bureaucratic, efficient, formal, structured Productivity orientation, competitive, aggressive Clan Adhocracy Responsive, entrepreneurial, creative		Avoidant	Powerlessness, inaction
Bureaucratic Schizoid Schizoid Schizoid Schizoid Schizoid Schizoid Schizoid Schizoid Politicized, isolated Club (Zeus) Task (Athena) Role (Apollo) Role (Apollo) Structured, rule-based, stable, predictable Existential (Dionysus) Caring Exacting Ex		Charismatic	following
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(1985) Club (Zeus) Entrepreneurial, few rules, empathy, trust Task (Athena) Creative, goal orientation, group decision making Role (Apollo) Structured, rule-based, stable, predictable Existential (Dionysus) Individualistic, self-oriented, little structure & Von Gillow Apathetic Demoralizing, cynical Caring Exacting Exacting Employee concern Integrative Concern for employees, performance orientation Family Hierarchical, personal, power oriented, high-context Bureaucratic, hierarchical, rules and regulations, ratio Goal-oriented, impersonal, group decision making Individualistic, self-fulfillment, personal Individualistic, self-fulfillment, personal Market Clan Adhocracy Responsive, entrepreneurial, creative		Schizoid	Politicized, isolated
Task (Athena) Role (Apollo) Role (Apollo) Existential (Dionysus) & Von Gillow Apathetic Caring Exacting Exacting Ender Turner Guided Missile Incubator On & Quinn Market Clan Adhocracy Caring Exifer Tower Clan Adhocracy Canner Concern Concern for employees, performance orientation Goal-oriented, impersonal, group decision making Individualistic, self-fulfillment, personal Bureaucratic, efficient, formal, structured Productivity orientation, competitive, aggressive Shared values, cohesion, participative Responsive, entrepreneurial, creative	Handy (1985)	Club (Zeus)	Entrepreneurial, few rules, empathy, trust
Role (Apollo) Existential (Dionysus) & Von Gillow Apathetic Caring Exacting Exacting Enarry Enarry Enarry Enarry Entifel Tower Guided Missile Incubator On & Quinn Market Clan Adhocracy Role (Apollo) Structured, rule-based, stable, predictable Individualistic, self-oriented, little structure Concern Concern for employees orientation Concern for employees, performance orientation Employees, performance oriented, high-context Bureaucratic, hierarchical, rules and regulations, ratio Goal-oriented, impersonal, group decision making Individualistic, self-fulfillment, personal Bureaucratic, efficient, formal, structured Productivity orientation, competitive, aggressive Shared values, cohesion, participative Responsive, entrepreneurial, creative		Task (Athena)	Creative, goal orientation, group decision making
& Von Gillow Apathetic Demoralizing, cynical Caring Exacting Exacting Performance and success orientation Integrative Concern for employees, performance orientation Eiffel Tower Guided Missile Incubator Guinn Hierarchy Market Clan Adhocracy Responsive, entrepreneurial, creative Responsive, entrepreneurial, creative		Role (Apollo)	Structured, rule-based, stable, predictable
& Von Gillow Apathetic Caring Exacting Exacting Integrative Enally Eiffel Tower Guided Missile Incubator Clan Adhocracy Adhocracy Demoralizing, cynical Employee concern Employees concern Employees, performance orientation Concern for employees, performance orientation Employees, performance orientation Concern for employees, performance orientation Econcern for employees, performance orientation Concern for employees, performance orientation Goal-oriented, impersonal, group decision making Individualistic, self-fulfillment, personal Individualistic, efficient, formal, structured Productivity orientation, competitive, aggressive Shared values, cohesion, participative Responsive, entrepreneurial, creative		0	
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Exacting Integrative Integrative Concern for employees, performance orientation Earnily Hierarchical, personal, power oriented, high-context Bureaucratic, hierarchical, rules and regulations, ratio Guided Missile Includator Individualistic, self-fulfillment, personal Individualistic, efficient, formal, structured Market Clan Adhocracy Responsive, entrepreneurial, creative	(1985)	Caring	Employee concern
Integrative Integrative Concern for employees, performance orientation Hierarchical, personal, power oriented, high-context Bureaucratic, hierarchical, rules and regulations, ratio Goiled Missile Included Missile Individualistic, self-fulfillment, personal Individualistic, self-fulfillment, personal Bureaucratic, efficient, formal, structured Productivity orientation, competitive, aggressive Shared values, cohesion, participative Adhocracy Responsive, entrepreneurial, creative		Exacting	Performance and success orientation
enaars & Family den-Turner Guided Missile Incubator Clan Adhocracy Family Hierarchical, personal, power oriented, high-context Bureaucratic, hierarchical, rules and regulations, ratio Goal-oriented, impersonal, group decision making Individualistic, self-fulfillment, personal Bureaucratic, efficient, formal, structured Productivity orientation, competitive, aggressive Shared values, cohesion, participative Responsive, entrepreneurial, creative		Integrative	Concern for employees, performance orientation
den-Turner Eiffel Tower Guided Missile Incubator On & Quinn Hierarchy Market Clan Adhocracy Eiffel Tower Bureaucratic, hierarchical, rules and regulations, ratio Goal-oriented, impersonal, group decision making Individualistic, self-fulfillment, personal Bureaucratic, efficient, formal, structured Productivity orientation, competitive, aggressive Shared values, cohesion, participative Responsive, entrepreneurial, creative	Trompenaars &	Family	Hierarchical, personal, power oriented, high-context
Guided Missile Incubator on & Quinn Hierarchy Market Clan Adhocracy	Hampden-Turner	Eiffel Tower	Bureaucratic, hierarchical, rules and regulations, rational, stable, impersonal
Incubator Hierarchy Market Clan Adhocracy	(1997)	Guided Missile	
Hierarchy Market Clan Adhocracy		Incubator	Individualistic, self-fulfillment, personal
Market Clan Adhocracy	Cameron & Quinn	Hierarchy	Bureaucratic, efficient, formal, structured
ocracy	(1999)		Productivity orientation, competitive, aggressive
		Clan	Shared values, cohesion, participative
		Adhocracy	Responsive, entrepreneurial, creative