

Organizational Culture

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ORGANIZATIONAL CULTURE

Culture is that complex whole which includes knowledge, belief, art, morals, law, custom and any other capabilities acquired by man as a member of the society. (*E.B. Taylor*)

Organizational Culture is the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that knit an organization together and are shared by its employees. (Kilman)

Organizational Culture is the characteristics values, traditions, and behaviors a company's employees share. (Dessler)

Culture Formation

- External adaptation
 - Mission and strategy
 - Goals
 - Process
- Internal Integration
 - Language and concepts
 - Groups and teams
 - Power and status
 - Reward and punishment

Sources

- Critical Incidents
- Identification with leaders
- Organizational Structure
- Organizational Ethics

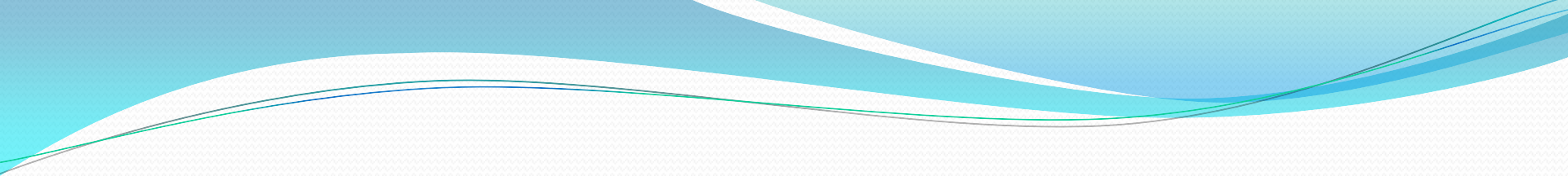
Culture artifacts

- Stories
- Rituals
- Ceremonies
- Language
- Structures and symbols
- Code of Ethics

Organizational Effectiveness

The effectiveness of organizations in achieving goals at the organizational level is called organizational effectiveness

The organizational effectiveness is also defined as the extent to which an organization fulfills the objectives



Organizational culture affects all aspects of organizational life from the ways in which people interact with each other, perform their work and dress, to types of decisions made in an organization, its policies, procedures and strategy considerations; how top management deals with various situations; how people actually spend their time at work; and the organization's physical setting, etc.

Manager's Role

- Clarify expectations
- Use signs and symbols
- Provide physical support
- Use stories
- Organize rites and ceremonies

Reference

1. Organizational Behaviour by Stephen P. Robbins, Timothy A. Judge and Neharika Vohra, 15th ed, Pearson
2. Organizational Behaviour by K. Aswathapa, Himalaya Publishing House.