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## Example research paper on organizational culture

Companies often confuse leadership styles with corporate culture. While a company's corporate culture can often be influenced by its leadership (the smaller the company, the more likely it is that this is true), following the culture is how things are done. The values, customs, traditions and meanings practiced by the company, combined with its processes and systems, constitute a corporate culture. In this context, the individual leadership style influences the motivation of individuals and departments. Tangible elements of a corporate culture can include a company's routines, stories, and symbols; its outward-facing organizational structure and its hidden power structure. Culture can include what it says externally, but also what the company really means when it says it. While it's common practice for companies to share their vision and mission with employees, this doesn't mean they all do the same job of explaining what they mean. Some corporate cultures can be open and outward-facing, sharing much more about how they plan to achieve their goals. Others are more reserved and operate on a basis of need to know. Corporate culture is unique to every company. Two companies in the same industry can have very different cultures. Both IBM and Sun Microsystems manufacture computers and software. One is known as Big Blue, with a white image. The other is casual California. Historically regulated organization and scale do the job, while each other's business and innovative solutions regularly surprise their customers. Both have been very successful because each company and its employees share an energy of related values and common business behaviors. A company that says it values its people, then leaves them and has them and their belongings escorted off-site by the guards, is not as sensitive to the feelings of their staff as it would make people believe. Defining the culture of a new company and identifying how to fit into that culture is one of the hardest things to do for an executive. Sometimes it's because the company publicly claims it's a kind of company, but it acts internally in a way that denies its words. A new manager could be told that the company strongly supports a team approach to process improvement. However, he quickly discovers that any suggestions are ignored or neglected. Or the company might say it promotes from within, but every time a high-level position opens, the job goes to an external recruit. Strong leadership is required to align a corporate culture with an organization's strategy, especially if that strategy a significant change in the way things have been done. Risk-a-related companies that set the goal of being innovative and agile need to be taught an entrepreneurial culture. The primary leadership style in our society is what is called It's accepted because it's efficient. Once workers learn skills, they usually repeat them and can over time resist change. This style is common in large companies. The opposite style, leadership for worker responsibility, motivates people to thrive in challenge and change. This is precisely the environment cultivated in start-up environments and entrepreneurs. While it is possible to be a mid-level entrepreneurial leader within a regimental environment, it is not easy. To survive, the leader adopts a dual style: managing as a line skills manager and managing as a motivational challenger, encouraging risk-taking and acquiring new skills. A good leader uses more than one leadership style, depending on individual situations. Staff evaluation is necessary to identify which style motivates each worker best. An employee could be fully self-motivated and independent and need minimal supervision. It is motivated by opportunities to be creative and can be highly productive. Another employee longs to find solutions and make decisions, is motivated by the team, and thrives in democratic discussion, change, and accountability. Others may be motivated by goals and opportunities, by material rewards and indications, or recognition and social status. Managing these employees requires skill to create a work environment that provides enough motivational affection to keep them buzzing toward corporate goals. The office environment, stress level, relationships with co-workers, and employee psychology make up an organization's culture. Evaluating organizational culture through the metric created by Stephen Robbins in Behavior, Concepts, Controversies, Applications reveals hidden strengths and weaknesses in other models of how workplaces work. By classifying an organization into several continuums, such as member identity, media orientation, and risk tolerance, management decisions can be developed to meet the culture of a specific office. Discovering the underlying culture of an office allows managers to create office solutions that are more likely to work. Member identity describes the number of workers in an organization who identify with their individual worker role compared to their company. Warm up your organization throughout a continuum, from very role-oriented to very company-oriented. The group's emphasis describes how office tasks are organized. Rate your organization in a continuum to require more people's duties to require more group duties. The attention of people describe how much supervisors focus on performing tasks compared to the effect of tasks on the workers who perform them. Rate your organization on a continuous, from more task-focused to more people-centered. Unit integration describes the extent to which units in an organization work together. Rate your organization in a continuous of units that operate independently even interdependently. Control Control to the extent that rules, regulations and direct oversight are used to monitor and control member behavior, according to Robbins. Position your organization in a flexible to strict monitoring control continuum. Risk tolerance describes how much an organization allows its workers to be innovative and take risks. Rate your organization in a low to high risk tolerance continuum. Conflict tolerance describes how well your organization handles arguments and conflicts; Are employees encouraged to transmit complaints and differences openly, or is passive-aggressive behavior normal? Warm up your organization in a low-to-high conflict-tolerant continuum. Reward criteria describe why workers in an organization are rewarded and advanced. Rank your organization into a stream of rewards based primarily on good performance to rewards based primarily on non-performance criteria (for example, the duration of the current position). Media endpoint orientation describes how much an organization focuses on processes versus final results; Would your business sacrifice the means for the end, or the end by the means? Rate your organization in a continuum, from more media-centric to more end-focused. The Open Systems approach describes how conscious and reactive your business is to changes outside your corporate environment; Does your organization react to changes in technology and news? Rate your organization in an internally focused continuum to externally focused. Draw a horizontal line modeling each of these continuums (for example, for open systems focus, draw a line with internally centered left and centered externally written to the right). Place an x on each line to show where your organization falls. Use this visualization to determine whether your office culture will be in harmony with new recommendations, or whether changes will go against how your workplace usually works. Organizational culture is the personality of an organization -- the way things are done. It is defined as informal values, norms, and beliefs that control how individuals and groups interact internally and externally. An organizational culture is strong when there is a shared high commitment to fundamental values, and weak when control has to be exercised through administrative orders. Organizational cultures serve two main functions: external adaptation and internal integration. In his book Organizational Culture and Leadership, Massachusetts Institute of Technology professor Edgar H. Schein outlined five elements: The first is Mission. In a strong culture, groups are committed to the company's mission and strategy to address the competitive environment and other external forces. The second and third elements are objectives and means. The objectives are derived from the mission, but they are more specific. For example, a company's mission might be to gain market share, but the objective goals specific percentages and schedules. The third element is the means of achieving objectives, including labor specialization, compensation systems and organizational structure. A consensus on the media leads to fewer territorial wars. The fourth and fifth elements are measurement and correction. Using hard data (such as financial statements) and through internal and external consultations, a company's performance is measured with its mission so that corrective action can be taken to address deficiencies. Correction is a gradual process of cultural change through internal resistance management and consensus building. Organizational culture also plays an important role in internal integration. According to Schein, there are six key elements for integrating individuals and groups: the first is the common language. To communicate effectively, group members develop a common set of actions and words. The second element is group boundaries: there must be consensus on who a member is or not. Leadership can formally set these boundaries, but the group ratifies them. In a mature organization, a person can belong to multiple groups and, for each group, makes the transition from being a stranger to an infiltrator. The third element is the distribution of power and status, which is the process that governs how power is gained and how to deal with authority and peers. The fourth element is the development of friendships, norms and customs within groups. The fifth element is a system of rewards and punishments for obeying and disobeying the rules. The sixth element is that groups have ways -- using religion, ideology, beliefs, and myths -- to explain the inexplicable, such as a sharp change in business conditions, a tragic accident, or a natural disaster. Mechanisms to influence organizational culture include how management responds to the crisis and allocates resources, the design of formal systems and procedures, and a clear statement of the company's operational philosophy and core values. A strong organizational culture could be an obstacle to change and can discourage diversity of thought, leading to group thinking where group members hide their differences to fit in.

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