# Study of Organisational Culture Type and Typology

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## Abstract

Establishing a corporate culture based on a well-established and widely recognised set of beliefs is essential to its success. Strong corporate culture results in three distinct outcomes: All employees know exactly what is expected of them at any given time, and they know they will be rewarded for upholding the values of the company by their superiors if they perform as they are told. Maintaining a strong business culture begins with attracting and retaining workers who share and embody the organization's basic values, as well as establishing orientation, training, and performance management programmes that reinforce those principles. Another essential step managers may take is to reward and recognise workers who exemplify the company's ideals.

**Key words:** Organisational, Culture, development, environment etc.

## Introduction

Only recently has the concept of seeing companies as cultures, with a common system of meaning, begun to gain traction. As recently as the mid-1980s, organisations were seen as reasonable ways to manage and govern a collection of people, with a hierarchy of departments, hierarchical levels, and so forth. Organizations, on the other hand, are more than just a collection of people. The same as people, they might be stiff or flexible, antagonistic or helpful, creative or conservative. As if that wasn't interesting enough, the concept of institutionalisation can be traced back more than half a century to the beginning of organisational culture. Institutionalized organisations take on a life of their own, independent of its founders and members. After creating electronic data systems (EDS) in the early 1960s, Ross Perot went on to establish Perot Systems in 1987, a new business.

## Few Definitions:

*"The organisational culture is a system of shared beliefs and attitudes that develop within an organisation and guides the behaviour of its members.*

*The corporate culture consists of the normal values and unwritten rules of conduct of an organisation as well as management styles, priorities, beliefs and inters personal*

*behaviour that prevails. Together they create a climate that influences how will people communicate, plan and make decisions.*

*Organisational culture can be defined as the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that knit an organisation together and are shared by its employees.*

According to Edgar Schein, *Organisational culture can be defined as a pattern of basic assumptions-invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration-that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems"*.

## DIFFERENT TYPES OF ORGANISATIONAL CULTURE

Different forms of organisational cultures have to be distinguished when analysing organisational culture in further detail Based on the topic at hand, we classify Organizational Culture into four distinct topics.

### 1. Optimal culture

To be successful, an organisation must have a culture that is in sync with the organization's strategy. Consider your organization's limits and the strategies it employs before making a decision. Rules, regulations, and economics, among other aspects, should constantly be taken into consideration while developing an Optimal culture. Keep in mind that the ideal culture should be adjusted to the specific needs of each organisation or department. When trying to replicate the culture of another organisation, it is never a wise idea. Your situation is unique, as are the people who founded your organisation and the current economic climate.

### 2. Actual culture

All Organizational Culture reform programmes should be based on the reality of the organization's culture. It's a reflection of the existing working environment in your organisation or division. A credible and objective technique, such as our Multi-Focus ModelTM on Organizational Culture, should be used to assess real culture. Since its inception in 1985, thousands of organisations across the world have used it to help shape their corporate cultures in a methodical and data-driven manner.

### 3. Perceived culture

A company's "perceived culture" is the culture that its employees believe it to have. In addition, it's the culture you believe your company has. You may learn more about your company's culture by talking to your coworkers, and this might influence your impression of it. Since a result of the subjective nature of perceived culture, it is not beneficial for aligning your culture with your strategy, as you will most likely not obtain the whole and true image of your organization's real culture through this method. One of the reasons many Organizational Culture transformation efforts fail is because they implement changes based only on perceived culture rather than assessing the real culture.

## 4. Ideal work environment

As in the case of real culture, respondents describe the Organizational Culture they would want to have rather than being asked questions about their existing work environment.

Measurement of the ideal work environment provides significant information on the preferences of the employees in the company. Understanding how tough it is to achieve Optimal culture's objectives may be gleaned from this data. Measurement is helpful for this reason, even if it doesn't provide you any insight into the present state of affairs or serve as a goal for your organisation.

**Characteristics of Organisational Culture:**

"Our understanding of the nature of organisational culture is aided by the following qualities.

**1. Individual Autonomy:** An organization's level of responsibility, independence, and opportunity for self-expression.

**2. Structure:** The organization's ability to clearly define goals and hold employees accountable for meeting those goals. Additionally, it takes into account the level of direct supervision that is utilised to govern employee behaviour

**3. Management Support:** A manager's ability to communicate effectively with and encourage their employees while also showing warmth and support in return.

**4. Identity:** Involvement in the organisation as a whole as opposed to a focus on a specific work group or area of specialty among its members.

**5. Performance Reward System:** This is the extent to which the incentive system in the company is based on employee performance rather than seniority, favouritism and so on..

**6. Conflict Tolerance:** a company's ability to foster healthy working relationships by providing a safe environment in which disagreements and critiques may be spoken without fear of retaliation.

**7. Risk Tolerance:** The extent to which workers are encouraged to be inventive, aggressive, and risk-takers.

**8. Communication Patterns**: An organization's level of formal hierarchy of power in its communications.

**9. Outcome Orientation:** To what extent, the emphasis of management is on the results or outcomes rather than the procedures and processes employed to obtain these objectives.

**10. People Orientation:** The extent to which management choices take into account the influence on the organization's employees. We receive a thorough picture of the organization's culture if we evaluate it according to the following qualities. This image serves as a foundation for members' shared standards, values, and knowledge of the organisation, its processes, and members' expected conduct.

**Cultural Typology**

Culture may be divided into four broad categories according to Goffee and Jones. Two characteristics, sociability and solidarity, form the basis of these four cultural kinds, according to the authors. Sociability refers to a high level of care for others, which means it is focused on processes rather than results. In contrast, the second component, i.e. social solidarity, is task-based".

Four separate cultural kinds are formed by these two dimensions:

**1. Networked Culture:**

When it comes to sociability and solidarity, networked culture is all over the place. This indicates that the members of the organisation are treated with a degree of friendliness and openness. Because the emphasis is on the people rather than the work, this sort of culture may lead to poor performance.

**2. Mercenary Culture:**

While it lacks sociability, it makes up for it in strength. The mercenary organisations are task-oriented and believe in a competitive environment. However, this sort of culture may lead to dissatisfaction and stress among underperformers because of its emphasis on achieving goals.

### 3. Fragmented Culture:

Cultures with a high degree of fragmentation are less sociable and less empathetic. Few or no people feel a connection to the organisation. What matters most is the level of dedication, output, and overall quality shown by each team member. Although this sort of culture is lacking in collegiality, it nevertheless has a lot going for it.

### 4. Communal Culture:

It has a strong sense of camaraderie and unity. People and tasks are equally important in organisations with a shared culture. There is a mutual trust and respect amongst those who work together, which results in a high level of productivity.

In order to better understand the four distinct cultural types, the following diagram is provided:
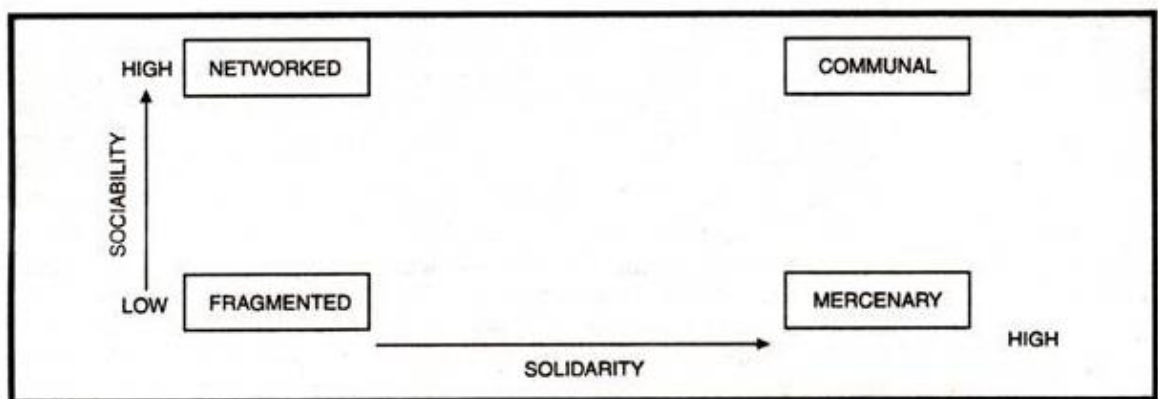


### Changing Organisational Culture

The culture of an organisation may need to be modified if it is seen to be detrimental to the organization's ability to carry out its mission. For example, if there is a shift in the external environment, the organisation must adapt or it will not be able to exist. Despite the fact that it is very tough to modify the existing cultures, management cannot do without it.

Only when the following criteria are met can there be a cultural shift:

### 1. Dramatic Crisis:

For example, the loss of one of the company's top customers or a technical breakthrough by one of the company's competitors might compel the management to reevaluate its current culture.

### 2. New Top Leadership:

A new set of values or a new culture may be introduced if some of the organization's senior executives depart and a new leader takes control. In the event of a crisis, this new leadership may be better equipped to handle it.

**3. Young and Small Organisation:**

It is simpler for management to influence the culture of a small, newly formed organisation.

**4. Weak Culture:**

Changing a culture is easier in a weak culture than in a strong one. Organizational values are more difficult to modify when there is a high level of agreement among the members of the organisation.

**Conclusion**

Cultural norms and artefacts bind an organization's members together by defining its core values, beliefs, behaviours, and conventions. A company's culture is shaped through time by the efforts of its employees, just as in any other group. You may draw a variety of conclusions about an organization's culture via research or analysis. Among them are findings regarding the resistance of culture, the performance of organisations, and the communication and leadership styles. Managers and consultants might benefit from these findings in their efforts to improve the culture of their organisations.

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