

Organizational Culture: Definitions and Managers' Influence

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BUSI-1002 Introduction to Management and Leadership

June 20, 2020

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Perhaps most entrepreneurial types have considered a corporation's prospectus or previewed its business plan when evaluating that company's longevity, but has enough focus been placed on comprehending that organization's culture? Organizational culture is critical to a company. To define an organization's culture is to essentially comprehend the totality of its employees' behavior and how employees interact within that corporation. Organizational cultures are labels that give a general understanding of how managers interact with subordinates, how the company operates internally, and the values and customs of its employees (Watkins, 2013). The success or failure of a company depends on a myriad of factors, yet one thing is for sure, that corporation's organizational culture is one of those factors, and it is a big one. To begin, there are several classifications and types of organizational culture. Documentation of this philosophy began in the 1980's, when Robert Quinn and Kim Cameron of the University of Michigan began studying and outlining qualities which they concluded made businesses more effective (ArtsFwd, 2013). This treatise will focus on four primary types, to wit: clan, adhocracy, market, and hierarchy. Additional attention will be given to the subject of a manager's role in defining and perpetuating their organization's culture.

The first of four organizational cultures this dissertation seeks to define is clan culture. When Quinn and Cameron outlined these, they defined two as being flexible in their structure and two as being stable in their structure (Clear Focus Solutions, 2015). Clan culture is flexible in its structure because employees operate much like a family and have an inclusive mentality. Perhaps many have experience with employers who delegate particular assignments or have tasks that are exclusive to certain employees. Contrarily, the clan culture views the workload as a whole and

employees come together to help each other on complex projects, teamwork abounds, and employees who excel at specific tasks can specialize. In companies that value clan culture, the staff is tight-knit, the atmosphere is nurturing, it cultivates corporate growth, and mentoring abounds. The culture adopts a viewpoint that a problem for one is a problem for the whole organization.

The second culture which possesses a flexible structure is the adhocracy culture. This culture is quickly identified by the entrepreneurial spirit that the company exudes and roles that are not clearly defined (Kenton, 2018). Significant operational power is bestowed on highly specialized teams and procedures lack standardization. The corporation is viewed as one which takes risks (Clear Focus Solutions, 2015). Consequently, this style breeds innovation, adapts to change quickly, and exhibits rapid, exponential growth. A contemporary exhibitor of this organizational culture is Elon Musk, creator of revolutionary payment gateway Paypal and space exploration company SpaceX. The company single-handedly replaced The National Aeronautics and Space Administration in a market with substantial barriers-to-entry without the benefit or aid of government stimulus. There is excitement in being the first to achieve a goal and adhocracy culture organizations are laser-focused on that. Leaders and managers can affect an organization's culture and managers can promote an adhocracy culture particularly through monetary incentives, selective hiring, decentralization, and through the creation of many groups that exchange information internally and make executive decisions without the executives.

Quinn and Cameron defined two organizational cultures that possess rigid structure and emanate stability through their clearly defined operational procedures. The two are the market

culture and hierarchy culture. Organizations exhibiting market culture are hyper-focused on results (ArtsFwd, 2013). Competition abounds amongst workers in this culture and there is a focus on job completion. The internal functions of companies in market culture are very structured and the organization is driven by client demands. Building key client relations is intensely valued and managers can influence their organization's culture through promotions and bonuses which are highly tied to performance in clearly defined objectives.

For a look at an organizational culture that is fast-paced and focused on stability and efficiency, seek to comprehend the hierarchy culture. Managers can influence a culture easily to follow the hierarchy culture structure by implementing internal controls, immense structure in the workplace, and hard deadlines. Hierarchy organizations appear to run smoothly and that is because timeliness is essential (Clear Focus Solutions, 2015). Many workers like this culture because their employment is stable and their tasks stay consistent from day to day. Employees feel secure in their employment so long as they follow its clear-cut and readily outlined procedures and goals.

Has enough focus been placed on comprehending organizational culture? If not, it should be. Organizational culture is critical to a company's success or failure. To seek to understand an organization's culture is to essentially obtain insight into the behavior and interactions of its employees. Clan and adhocracy organizational cultures possess a flexible structure while hierarchy and market cultures are rigid in structure. Clan and hierarchy cultures are focused on inward goals and motivations. Meanwhile, adhocracy and market cultures are focused on outward influences and motivational factors. Manager's play a big role in establishing and maintaining their organization's culture. Comprehension of these fundamentals is essential.

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