

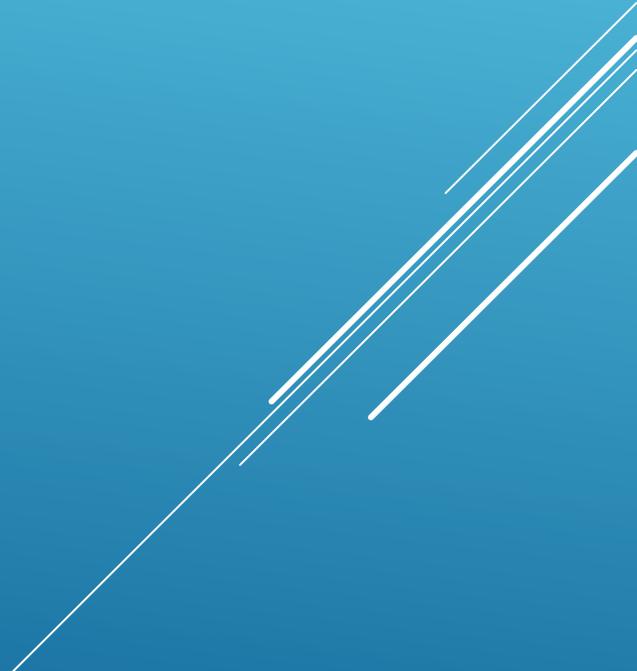
# ORGANIZATIONAL BEHAVIOUR

11 September 2018

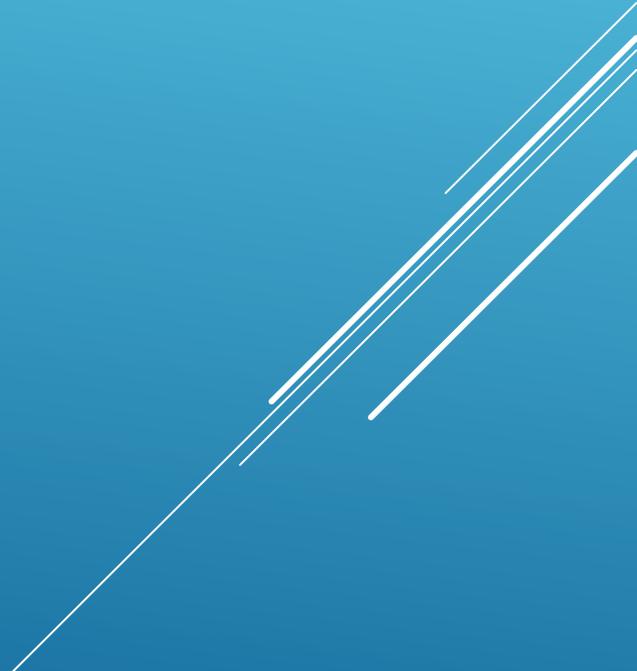
Course Code:

Lecturer: Mrs Kareen Shaw-Jones

# ORGANIZATIONAL BEHAVIOUR DEFINED

- ▶ Organizational behaviour is a field of study that investigates the impact that individuals, groups and structure have on behaviour within an organization for the purpose of applying such knowledge toward improving an organizational effectiveness.
  - ▶ Organizational behaviour looks on the three determinants of behaviour. These are individuals groups, and structure. (Robbins, 2005)
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# WHAT DOES ORGANIZATIONAL BEHAVIOUR EXPLORE

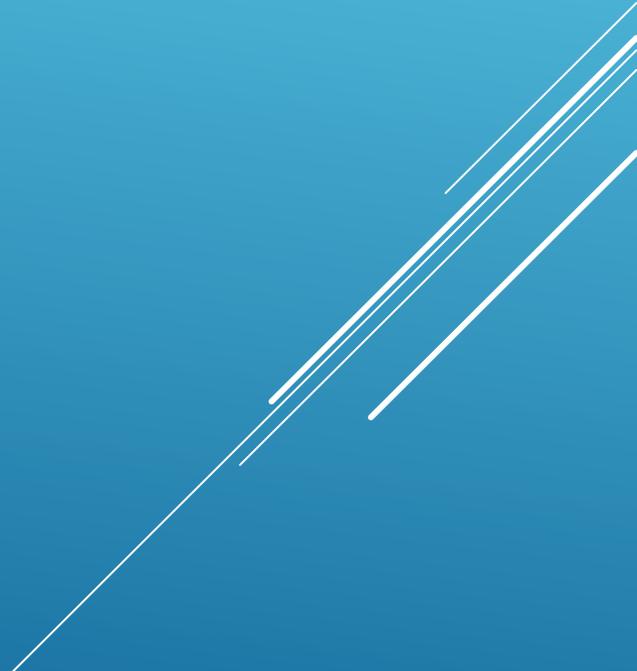
- ▶ It seeks to explore behaviour in relation to:-
  - ▶ Work
  - ▶ Absenteeism
  - ▶ Employment Turnover
  - ▶ Productivity
  - ▶ Performance
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# THE CULTURE OF AN ORGANIZATION

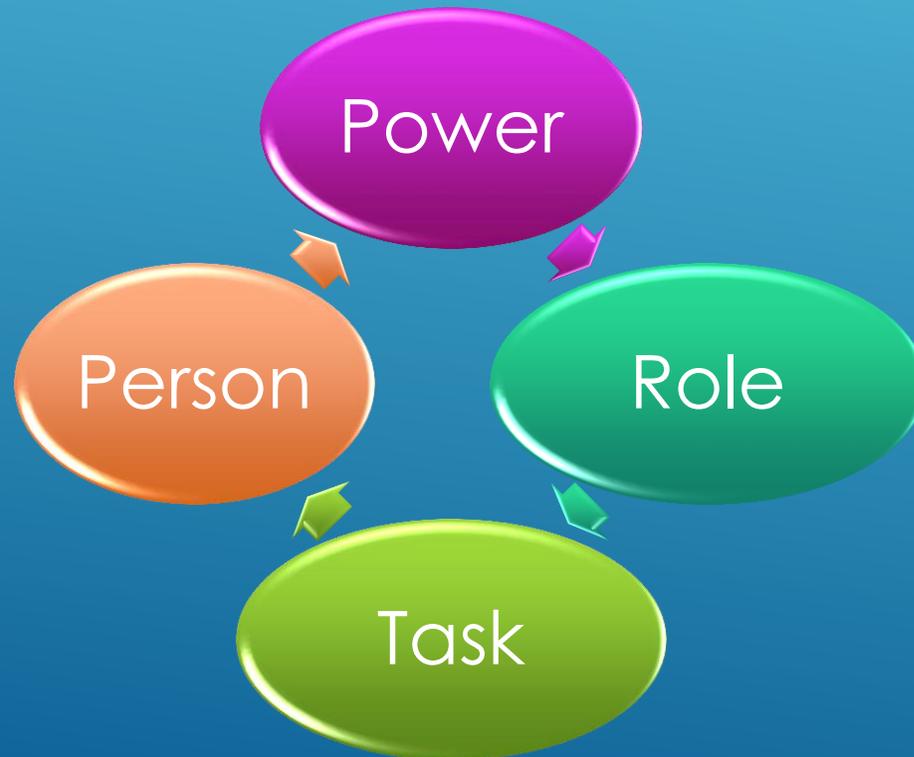
- ▶ Culture is a sense of identity. This is normally expressed through the organizations rituals, beliefs, meanings and the language that is used . It basically depicts the way that things are done.
  - ▶ Our culture of an organization serve to either guide or constrain the members of an organization.
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# CHARLES HANDY'S MODEL OF ORGANIZATIONAL CULTURE

<https://youtu.be/kRlc0W48qYY>

A decorative graphic consisting of several parallel white lines of varying lengths, slanted upwards from left to right, located in the bottom right corner of the slide.

# CHARLES HANDY'S MODEL OF ORGANIZATIONS CULTURE CONT'D



# THE POWER CULTURE

- ▶ Power is centred with a few persons who have complete authority over the businesses operations.
  - ▶ Persons who are at the top are gatekeepers of information and ultimately they decide what should and should not happen.
  - ▶ This type of culture is largely output centred, in that employees are judged by what they are able to achieve rather than how they do things or how they act.
  - ▶ A power culture is usually a strong culture, though it can swiftly turn toxic.
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# THE POWER CULTURE CONT'D

- ▶ Top- Down approach
  - ▶ Employees have very little autonomy in how they do things in the organization.
  - ▶ Fast Decision making
  - ▶ Rigid Atmosphere
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# THE ROLE CULTURE

This type of culture is highly rule based . There is a strong sense of control with everyone knowing what their roles and responsibilities are in the organization.

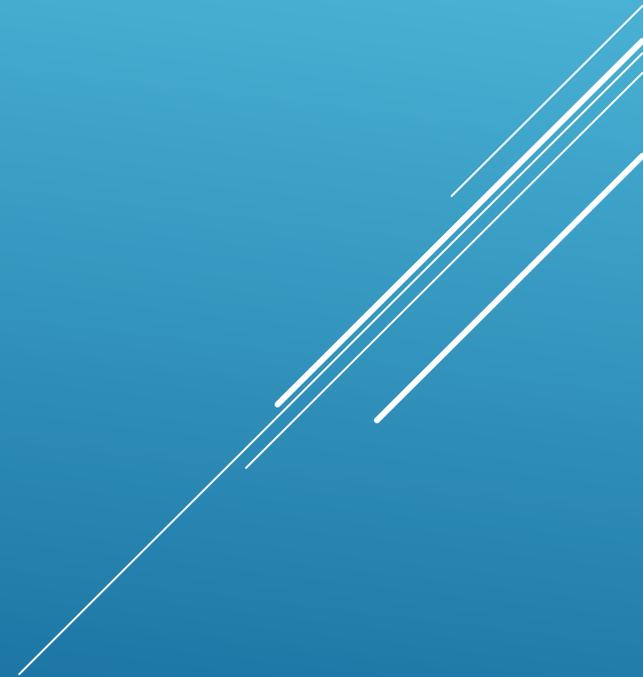
- ▶ Power in a role culture is determined by a person's position (role) in the organisational structure.
- ▶ This means that the higher you are in terms of your role is the greater your level of autonomy over the decision making process.
- ▶ In a role culture the organizational structure is clearly defined.
- ▶ Role cultures are built on detailed organisational structures which are typically tall (not flat) with a long chain of command.
- ▶ Decision making is very slow and highly bureaucratic.

# THE ROLE CULTURE CONT'D

Power is linked to position

Hierarchical bureaucracy

Clearly defined lines of authority and structure



# THE TASK CULTURE

- ▶ Task culture forms when teams in an organisation are formed to address specific problems or progress projects. The task is the important thing, so power within the team will often shift depending on the mix of the team members and the status of the problem or project.
  - ▶ Whether the task culture proves effective will largely be determined by the team dynamics. With the right mix of skills, personalities and leadership, working in teams can be incredibly productive and creative.
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# THE TASK CULTURE CONT'D

- ▶ Teams are formed to deal with an issue.
  - ▶ No single power source
  - ▶ Teams may develop their own objectives which may also pose as a risk to the entire organization.
  - ▶ This is developed in response to marketing conditions.
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# THE PERSON CULTURE

- ▶ In organisations with person cultures, individuals very much see themselves as unique and superior to the organisation.
  - ▶ This is usually a collection of individuals who are specialists in their field .
  - ▶ The organisation simply exists in order for people to work. An organisation with a person culture is really just a collection of individuals who happen to be working for the same organisation.
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# THE PERSON CULTURE

- ▶ Highly individual centred
  - ▶ This is most common among a group of specialists in a field, for e.g. Lawyers, consultants etc.
  - ▶ They may not be influenced by group norms or relationships with colleagues, which might be expected to moderate their personal preferences.
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# CULTURAL DIVERSITY IN THE WORKPLACE

- ▶ Cultural diversity in the workplace is a result of practices, values, traditions, or beliefs of employees based on race, age, ethnicity, religion, or gender.
  - ▶ Economic globalization is one of the driving forces of cultural diversity in the workplace. The modern workforce is made up of people of different genders, ages, ethnicity, religions, and nationalities.
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# FACTORS THAT CAUSE CULTURAL DIVERSITY IN THE WORKPLACE

- ▶ Education – There can be tension between employees who have undertaken the academic route to employment and those whose experience is of a vocational nature. This cultural difference could result in a conflict where it's disputed whether practical or theoretical experience will help the company achieve maximum growth.
  - ▶ Ethnicity – This type of cultural diversity at work can be apparent when there are language barriers or a difference in how business is carried out. Some companies have specialist ethnic groups that make up the bulk of the organization
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# FACTORS THAT CAUSE CULTURAL DIVERSITY IN THE WORKPLACE

- ▶ Religion – Various religious beliefs may be over in the workplace, for example, different dress, dietary requirements, and requesting particular days off. However, religion may be more understated, for instance, how the person interacts with their team members.
  - ▶ Generations – Generation X, millennials, and traditionalists are some of the different generations that make up a diverse workforce. This type of diversity is characterized by differences in how work is viewed. For example, millennials are known for seeking flexibility in their work and doing jobs that align with their personal values.
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# CULTURAL DIVERSITY IN THE WORKPLACE

- ▶ Cultural diversity is geared toward having a deep respect and understanding of the various people in the organization. This aspect of the organization is strengthened by having feedback, teamwork, team-building activities and interpersonal communication.
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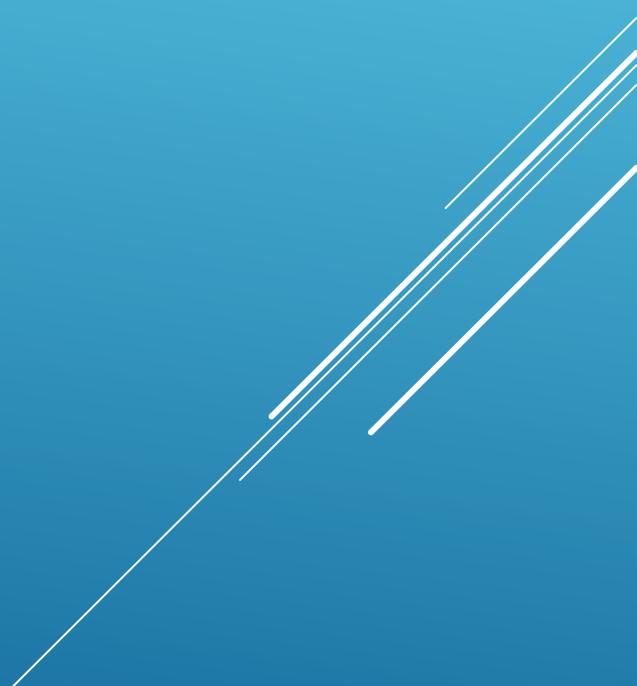
# WHY CULTURAL DIVERSITY IN THE WORKPLACE

- ▶ In a diversified workforce employees have varied beliefs, ethics, values, priorities and perception. So to keep that diversified workforce as a whole unit, compatible with the overall organizational strategy is huge challenge for leaders.
  - ▶ Different cultures would lead to different contents, styles and effectiveness of leadership. In most situations, leadership styles might not reveal leaders' personal will, but reflect the culture and tradition of the societies.
  - ▶ Recognize cultural difference
  - ▶ Respect people's right to differ
  - ▶ Reconcile the issues differences create
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# GLOBALIZATION AND IMPACT ON ORGANIZATIONAL CULTURE

- ▶ “interconnection and increasing interrelatedness of all aspects of society” -Andrew Jones
  - ▶ “globalization is the free movement of capital accompanied by the growing dominance of global financial markets and multinational corporations on national economies”- George Soros
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# COMPONENTS OF GLOBALIZATION

- ▶ increasing global interdependence;
  - ▶ – internationalization of trade and production;
  - ▶ – liberalization of markets;
  - ▶ – free movement of capital, information, people and goods;
  - ▶ – the third industrial revolution and
  - ▶ – dominance of multinational companies;
  - ▶ – increased competition (the extremely high) globally;
  - ▶ – compression of time and space;
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# THE IMPACT OF GLOBALIZATION ON CULTURE

- ▶ Globalization has caused a breakdown of business barriers.
  - ▶ The world has become a global village with free movement of goods and services across the world.
  - ▶ The workplace has now become a global village spanning people from across various nations and cultures.
  - ▶ These diverse persons have different values, beliefs, and ethics. Besides, there are gender, age, race, ethnicity differences among them. Management of diverse people gives new roles to the leaders in the organizations.
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# DISCUSSION

- ▶ How has the impact of technology shaped organizational culture in the 21<sup>st</sup> Century?
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