



Public Management

Session 6: Organizational Culture

Session Overview

- Organizational Culture: Why is it important? — — — —▶
- Role of Organizational Culture
- Types of Organizational Culture
- Changing Organizational Culture



Leadership
Motivation
Performance
Innovation
Lesson-drawing
Job satisfaction
Risk management
.....

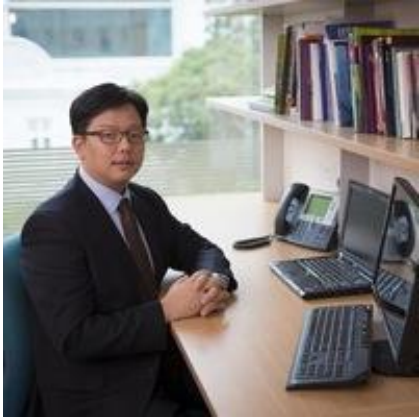
Working Culture

“**Culture** is to a group what personality or character is to an individual” and “[t]he essence of a culture is the paradigm by which people operate”
(Shein, 2010)



Cultural Factor

- Cultural factors are often ignored by social scientists – but, in fact, culture is very important in public management research (and for public managers).
- When you joined new workplace, what would you do first?
- (Loosely defined), culture refers to the shared values, beliefs, and norms of a specific group of people. Culture influences the manner we learn, live and behave.
- Culture shapes bureaucratic behavior and in turn, affect the outcome (performance) and employee wellbeing.



Google Inc.



Subsidized
massages,
afternoon
volleyball breaks,
bowling alleys
and basketball
courts

Recruit extraordinary people who will best contribute to their innovative office vibe.

The People Operations department strictly uses data and analytics to make the most accurate people management decisions.

Google is what one would call a “flat” company, with smaller number of middle managers and an upper management.

The Best Company to Work
Award

OC & It's Role – accept or reject?


- OC – considered the correct way of thinking about and acting on problems and opportunities facing the organizations.
- OC defines what is important in the organization and provide direction toward the right way of doing things (McShane and Von Gilnow, 2015).
- It's like an organizations' DNA, shapes employee's behavior (e.g.) **Is whistle-blowing welcomed in your organization? (& in Vietnam?)**
- (e.g.) Taking sick leave, taking maternity / paternity leave, etc.



Artifacts of OC

- Artifacts of OC is reflected in physical structure, language used in the organization ceremonies, stories and legends, **heros**, procedures and routines (Cameron and Quinn, 2011) → Make your organization *unique*.

Rituals	Programmed routines (e.g. how visitors are greeted)
Ceremonies	Planned activities for audience (e.g. award ceremonies)
Language	How employees address each other and outsiders
Office Designs	Furniture, office size, wall hangings, art deco, etc.

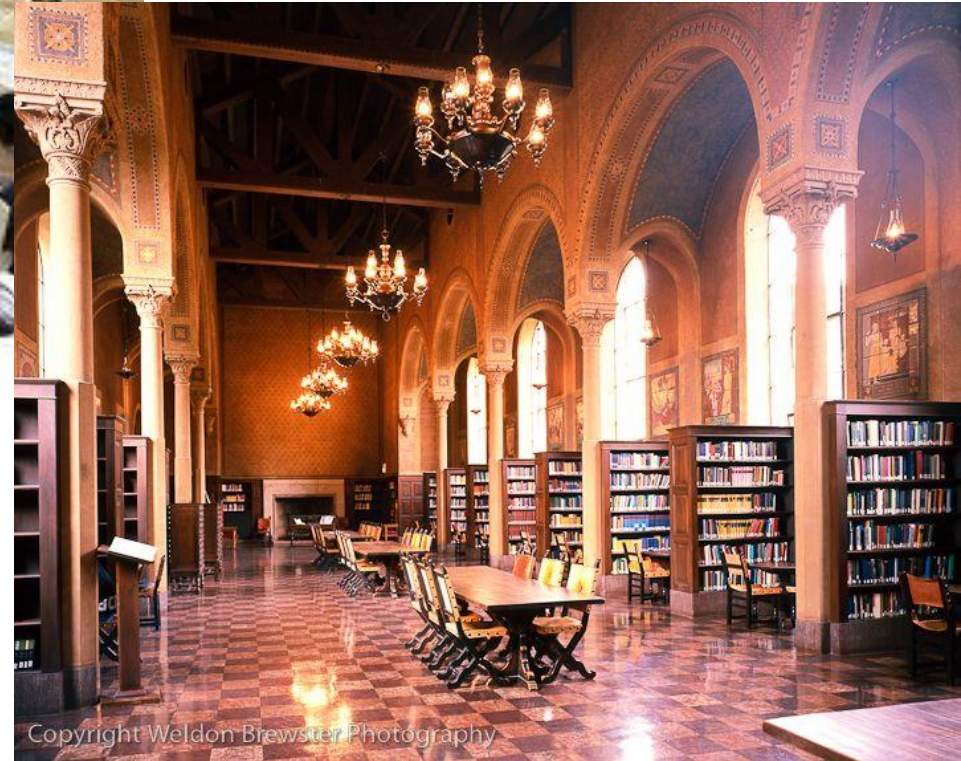


All related to
organizat-
ional culture

Examples



Office furniture and arrangement also reflect organizational culture

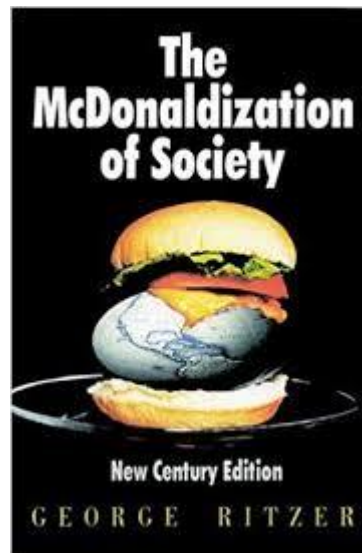


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Examples (2)



Goldman Sachs' dominant language – “elephant trades” “Muppet clients”
Does this firm value customer service? (Y / N)



SAMSUNG



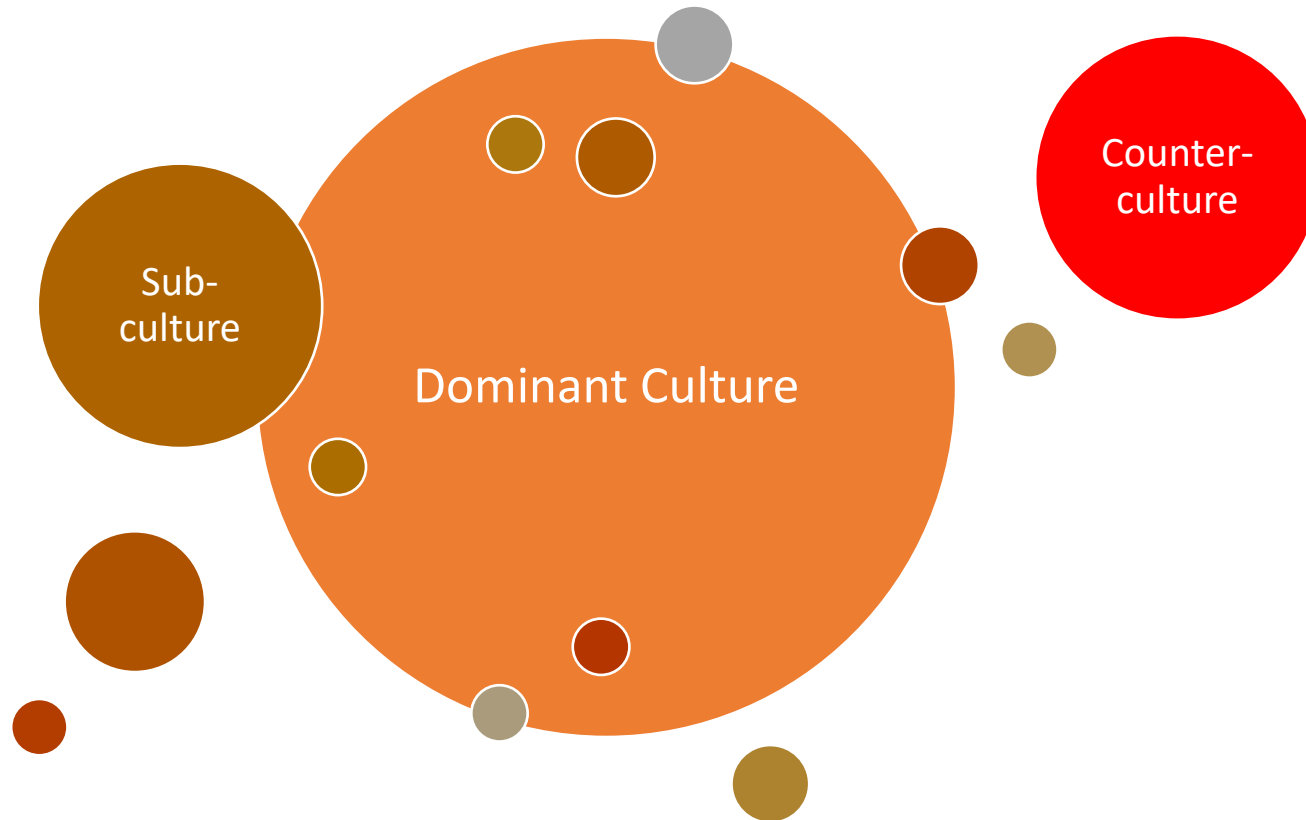
McDonald	Rationalization & efficiency
Samsung	Seniority-based culture, loyalty, fast decision-making
Walt Disney	Friendly, community-oriented
Facebook	Innovation, proactive, risk-oriented, creativity

OC Profile (O'Reilly et al., 1991)

Organizational Culture Dimensions	Dimension Characteristics
Innovative?	Experimenting, opportunity seeking, risk-taking, few rules, etc.
Stable?	Predictability, security, rule-oriented
Respect People?	Fairness, tolerance
Outcome-oriented?	Action-oriented, high-expectations, result-oriented
Pay attention to detail?	Precise, analytic
Team-oriented?	Collaborative, people-oriented
Aggressive?	Competitive, low emphasis on social responsibility

What is your organization's cultural dimension?

Dominant Culture - Subcultures



Subcultures can enhance or oppose the organization's dominant culture

Countercultures provide surveillance and critique, ethics. Emerging culture

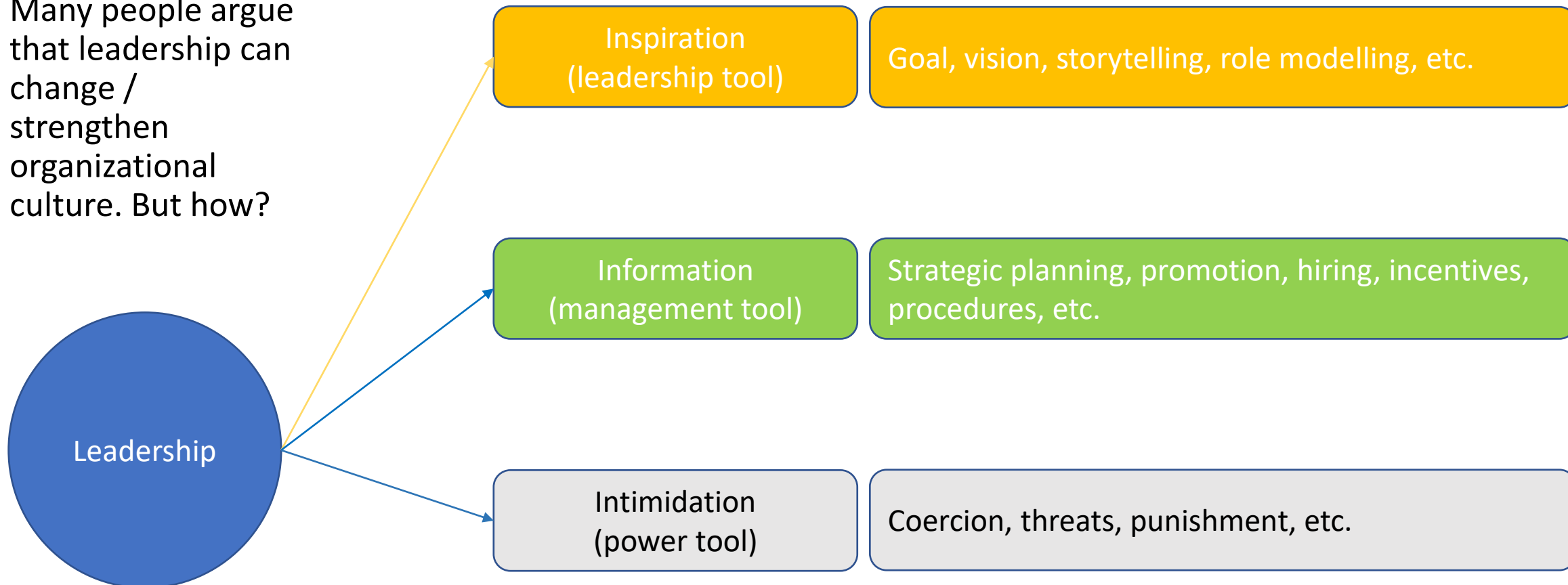
Can We Change / Strengthen OC?



Can Leadership Change OC?

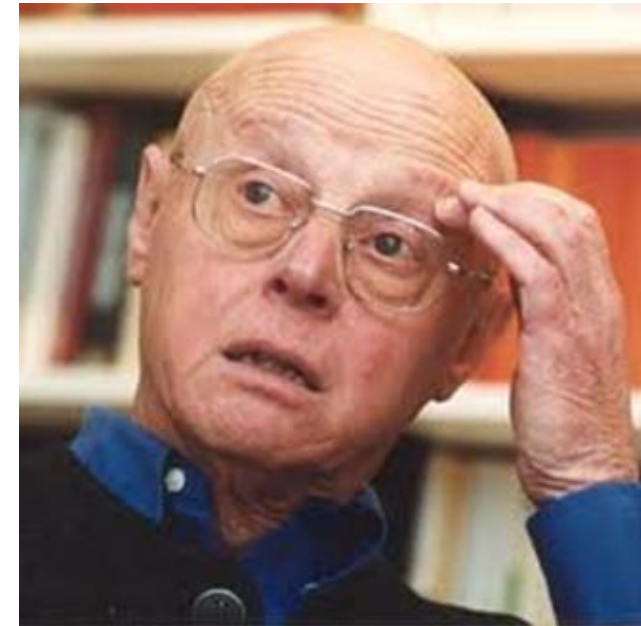


- Many people argue that leadership can change / strengthen organizational culture. But how?

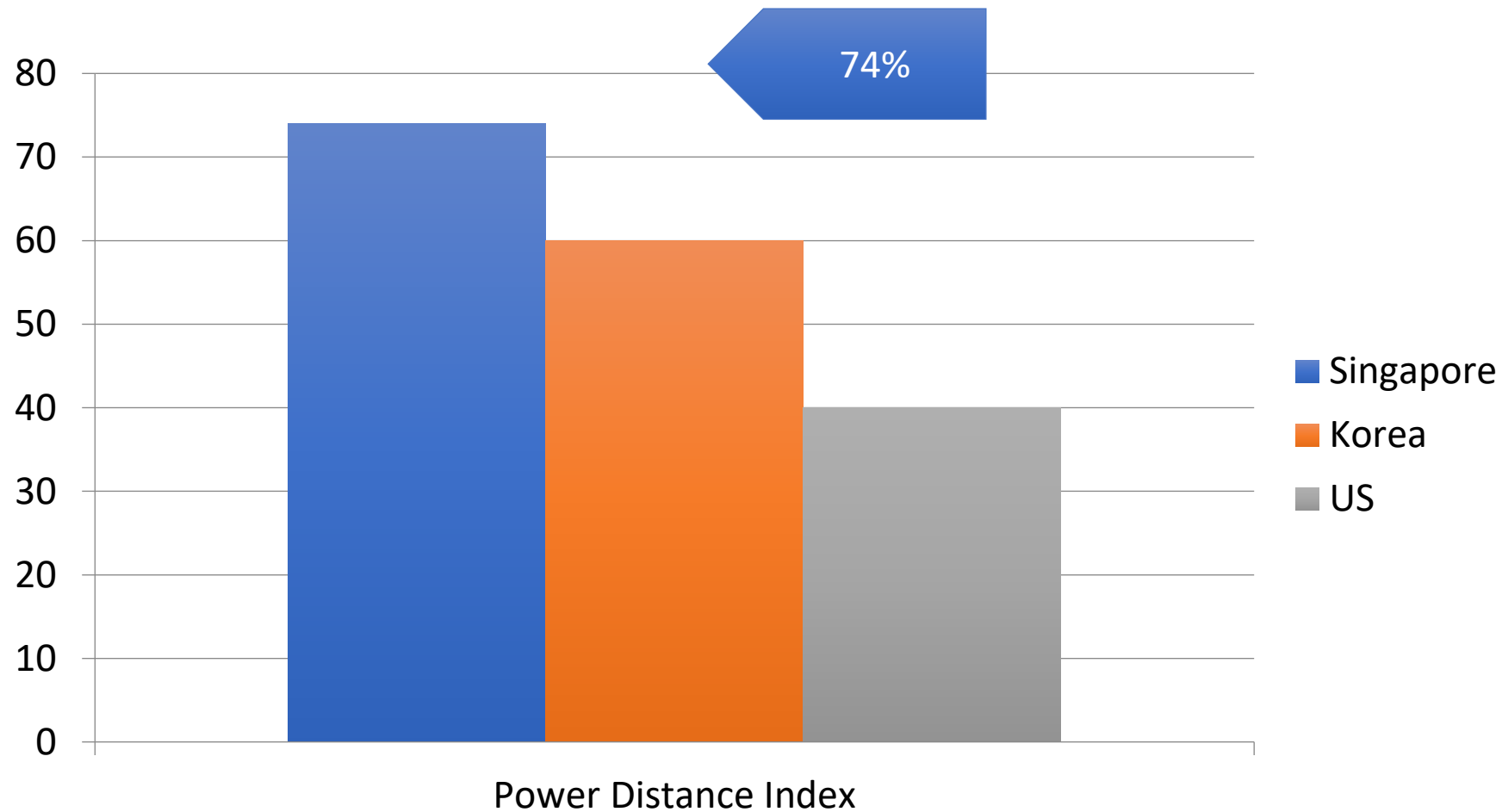


In-Class Discussion

- Trước buổi học, các nhóm phải truy cập trang web <http://www.hofstede-insights.com/country-comparison/vietnam> và so sánh số điểm của Việt Nam với hai quốc gia bất kỳ mà theo bạn có liên quan. **Khi lên lớp**, thảo luận về văn hóa của Việt Nam và trải nghiệm của bạn với các thành viên khác trong lớp và đăng tải ý kiến của nhóm lên Microsoft Team.
- Geert Hofstede: Nhà nhân chủng học người Hà Lan
- Năm chỉ số:
 - Khoảng cách quyền lực
 - Chỉ số phòng tránh rủi ro
 - Chủ nghĩa cá nhân vs. Chủ nghĩa tập thể
 - Nam quyền vs. Nữ quyền
 - Định hướng dài hạn vs. Định hướng ngắn hạn

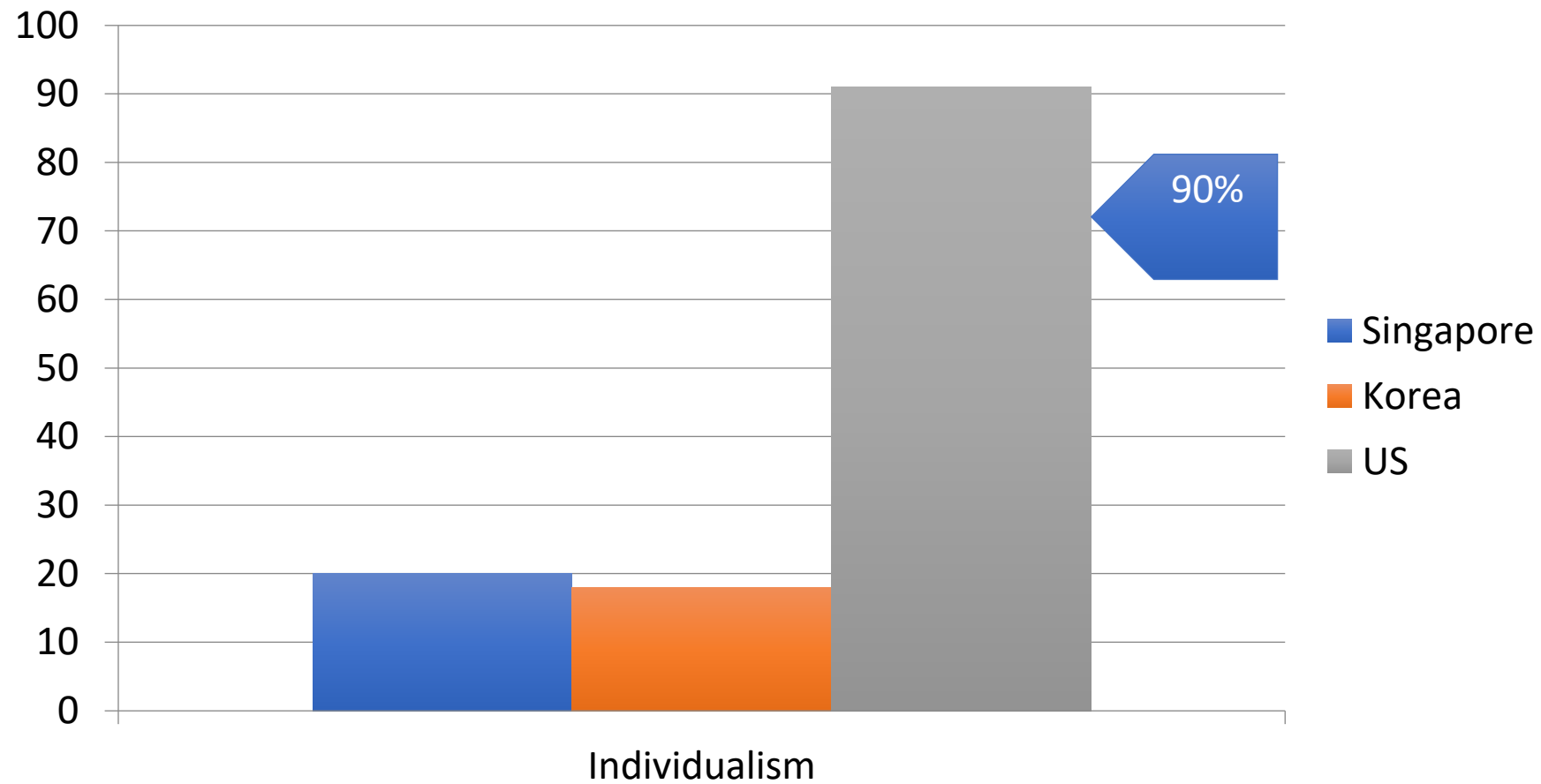


Power Distance index

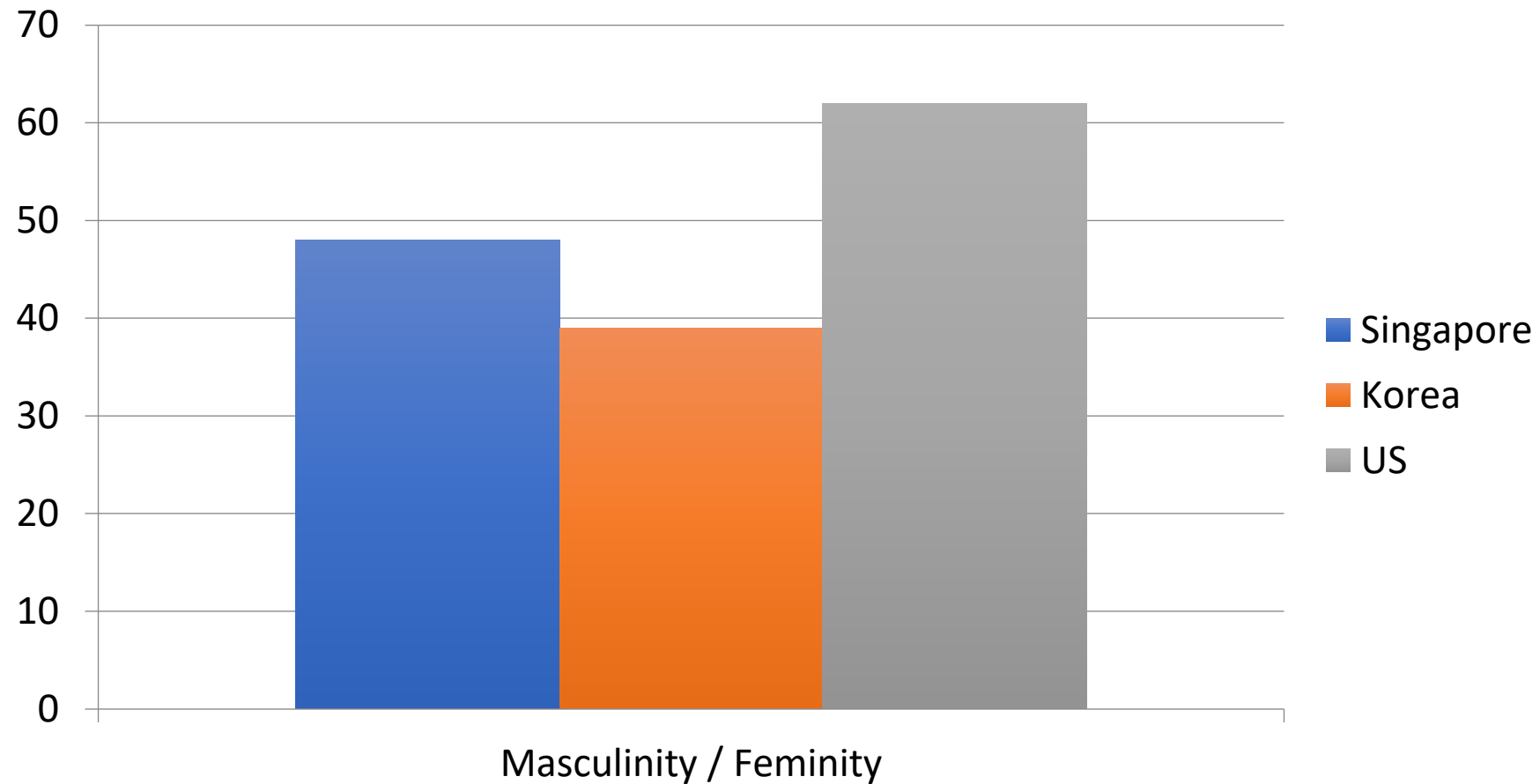


What does this mean?

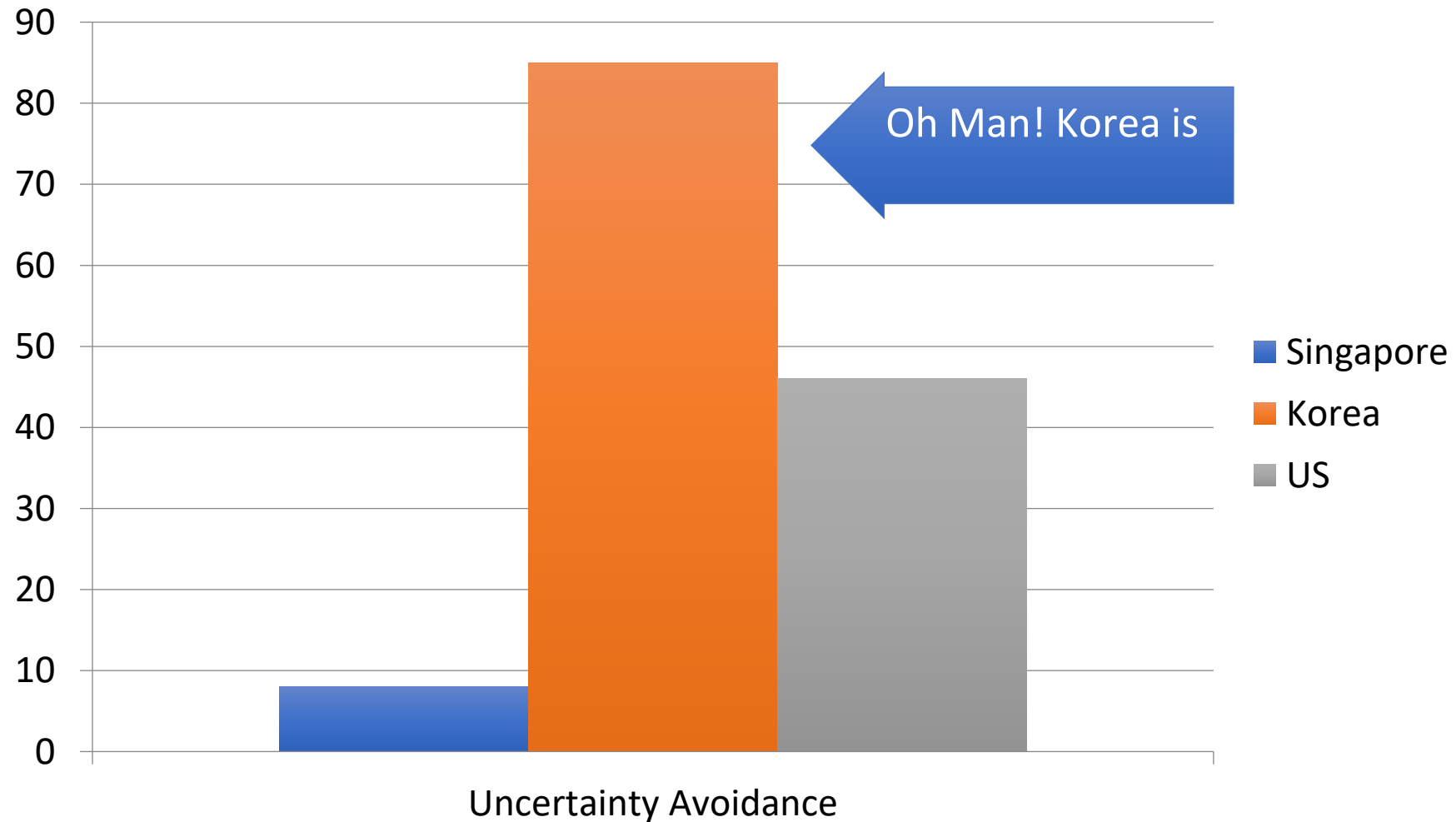
Individualism



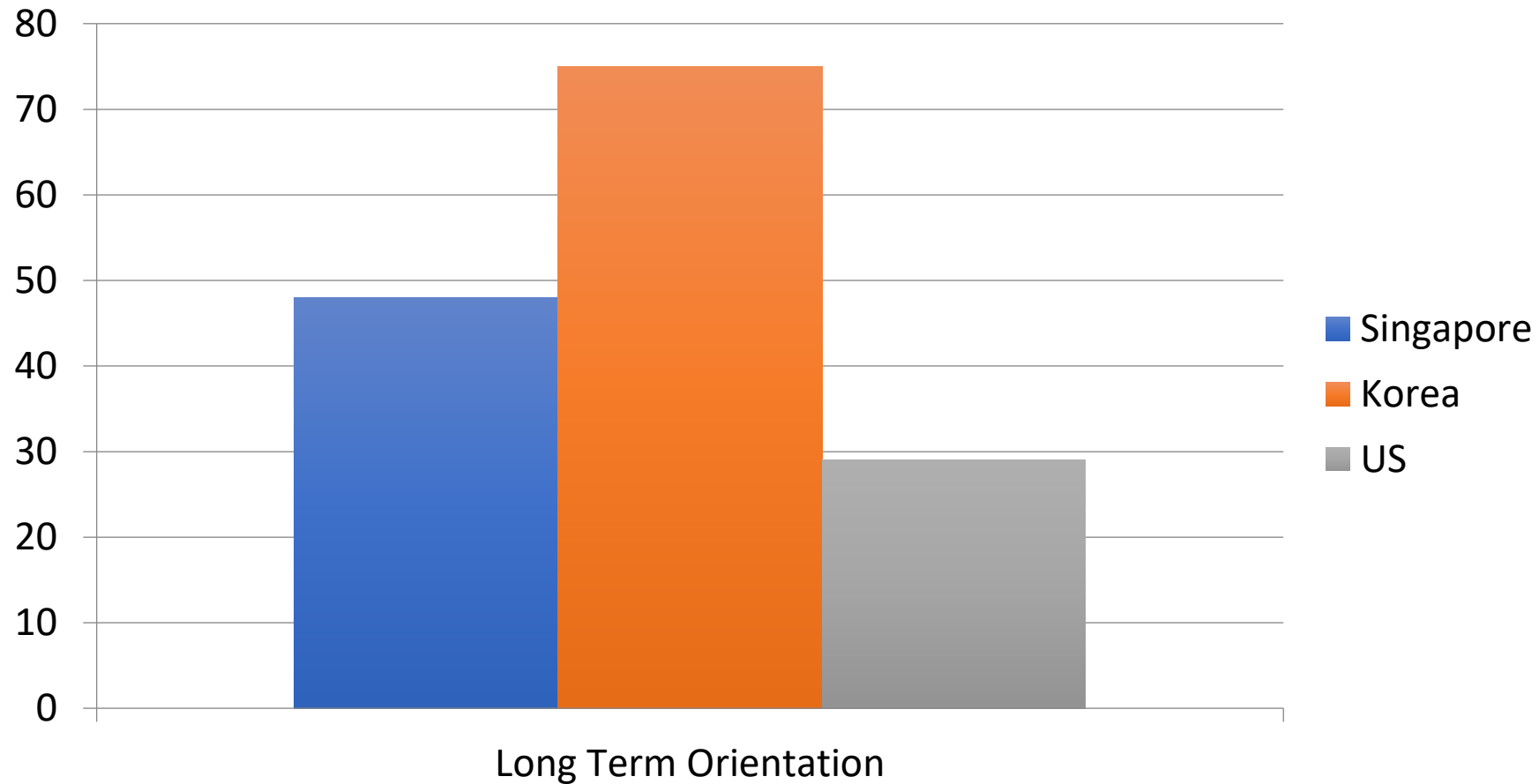
Masculinity / Faminity



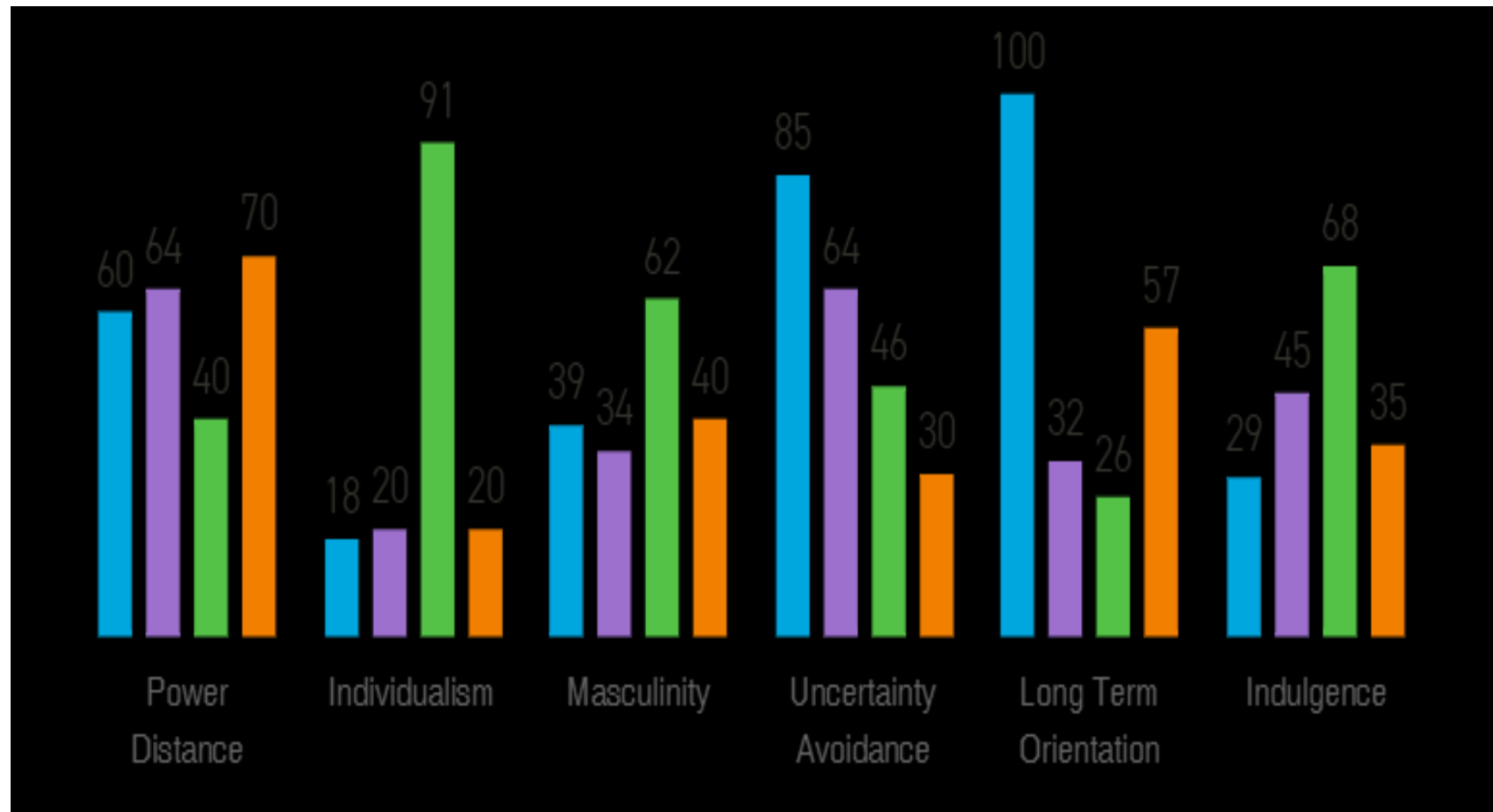
Uncertainty avoidance



Long Term orientation



Comparison



South Korea, Thailand, United States, Vietnam