Organisational culture

Organisational culture is a set of concepts such as:

- ➤ values,

- ➤ standards,

- ➤ attitudes,

- ➤ beliefs,

common to all members of the organisation. An organisation's culture is a way of dealing with the environment, but also with work within the organisation and its various aspects.

The organisation should have a culture that is conducive to achieving the organisation's goals.

The original culture emerges from the vision of the founder of the organisation.

The management evaluates which behaviours are desirable and which should be eliminated.

Basic features of an organisation's culture

Organisational culture can be reduced to **seven basic features**, the combinations of which allow different organisational cultures to be distinguished:

1. Innovation and risk-taking.

2. Attention to detail.

3. Focus on results.

4. Attitude towards people.

5. Focus on teams.

6. Aggressiveness.

7. Stability.

Organization culture can be compared to iceberg. Above the surface there are official, formal aspects, but they do not say everything. The iceberg also consists of a part below the surface, which consists of aspects of an informal organisation's life.

Cultural levels of the organisation

Organisational culture levels are:

➢ **Artefacts** - include products, services and behaviors of members of the organization, e.g. how to dress.

➢ **Values** - what is valuable for the company, why it acts in this way and not in any other way. If the company values ecology, it will try to base production on saving natural resources, even if it will cost more. If the organization values work safety, work procedures will be based on this value, even if the activities organized in such a way would consume more time.

➢ **Assumptions** - uncritically accepted beliefs of the organization's members about the proper conduct of the organization.

13. Activity and multiculturalism, social responsibility, ethics

Influence of organizational culture on organizational effectiveness

An organisation's culture can have an impact on the effectiveness of an organisation, especially in the long term.

It also happens that an organisation's culture has a negative impact on the long-term effectiveness of an organisation, as there are **strong and weak cultures**.

In a strong culture, the organisation's values are widely accepted by its members and are firmly anchored in the organisation. A strong culture reduces staff turnover as it shows that the objectives of the organisation and its individual members are consistent. Some cultures turn out to be beneficial for the organisation and its employees, others only for the organisation. A culture can be **harmful** when common values do not lead to increased effectiveness of the organisation. This is the case with dynamic changes in the environment, so a well-established culture becomes a burden that limits an organisation's ability to respond to changes.

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Multiculturalism and organisational success

Multiculturalism consists of such factors as:

- ➢ race,
- ➢ ethnic origin,
- ➢ gender,
- ➢ physical fitness,
- ➢ sexual orientation.

American society is an example of a multicultural society. The opening up of labour markets in the European Union also promotes the interpenetration of cultures and necessitates a multicultural approach.

The employee's national culture has a significant influence on his or her behaviour.

Social responsibility

Corporate social responsibility is the way in which it treats the society in which it exists. It can only draw on it or do something for society other than just selling its products to it. It is a concern for society, not just for sales.

Ethics is learning about what is good and what is bad; who will benefit and who will lose as a result of some action. Sometimes unethical behaviour pays off for companies, but in the long run it spoils their image and undermines trust in the organisation.

The instruments of ethics are:

➢ values,

➢ rights,

➢ obligations,

➢ moral norms,

➢ mutual relations.

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Instruments of ethics

Value is the object of lasting desires. We want what we consider to be of value in both the material and spiritual sphere.

A right is the power to take certain actions.

Obligation is the necessity to take certain actions.

A norm is a duty to behave in a particular situation. Moral norms are based on judgments and moral values.

Universal **moral norms** are:

- ➢ keeping promises,
- ➢ avoiding the use of physical strength,
- ➢ mutual assistance,
- ➢ respect for people,
- ➢ respect for property.

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Types of relativism

There are 3 basic **types of relativism**:

1. **Ethical relativism** - this is a concept that says that there is no uniform way to solve problems and disputes, issues of good and evil, and justice and injustice. It follows from this concept that since good and evil are relative concepts and depend on who makes the decision, the same is true for problem-solving.

2. **Naive relativism** is a concept that assumes that people set the norms according to which we judge their behaviour. A naive relativist believes that if decisions are personal and important, the opinion of the person making the decision is important and the rest does not matter. Moral relativism confesses that the content of human actions is not important, it is important that it acted according to its own convictions.

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Types of relativism (cont.)

3. **Cultural relativism** - this is a concept which admits that morality and norms depend on culture. It is impossible to judge whether a culture is moral or not. You should try to understand the codes of conduct of a given culture. When doing business in different parts of the world, you should not impose your vision of the world and business, but try to act according to local customs. Cultural relativism can lead to the point where it is not known what to do when a given company's activity violates the norms of one and the other company from different parts of the world. Any decision not to take anyway someone's standards will be violated.