

# MODERN TYPOLOGY OF ORGANIZATIONAL CULTURE

STOLYAROVA A. VERA, STOLYAROVA V. ZLATA

Belgorod State Technological University named after V.G. Shoukhov, Belgorod, Russia  
[stozlata@yahoo.ru](mailto:stozlata@yahoo.ru)

***Abstract:** The article contains the analyses of some approaches to typology under condition of modern economical life.*

***Keywords:** organizational culture, strong cultures, weak culture, values, general mission, confrontational cultures.*

## 1. INTRODUCTION

Nowadays problems connected with coexisting of different types of organizational culture don't lose its actuality. It can be explained by the open character of national economics, global integration and globalization. That's why it is necessary to consider the main issues of different cultural structures. It allows to understand well the modern process which take place in economical relations inside corporation on different levels.

Moreover the analyses of distinguished features of different classes of organizational culture helps to examine current situation and particularity of behavior of main economical agents.

## 2. CIVIL CULTURE AND CORPORATIVE CULTURE

The most researchers and scientists in the sphere of management and organization theory distinguish two types of organization culture. They are civil culture and corporative culture that illustrate two stages of the development of the organization. *Corporative culture* is the culture of the competitiveness and struggle for the dominant position in the market. For its interest achievement the firm is ready to go through any costs of ethical and psychological character if they don't touch economical and legal aspect. It is typical for corporative culture to perceive the organization as living being. And the interests of that organization are more important than the values and desires of a particular person. This living being exist following its own laws and join people to one system on the base of common ideals. This image of the organization exclude or essentially restrict the autonomy and freedom of employers. They all submit to the general aim of the organization.

As for *civil culture* it is supposed that the market is the space of constructive collaboration of equal partners. The struggle here doesn't dominate. The main goal for such organization is

not the victory in the competition with the weak opponents but the restriction of space for collaboration, for creating the new conditions for self realization in some spheres of professional activity.

Civil culture develops gradually, going through different obstacles including bureaucracy. It becomes evident on the stage of postindustrial society when the advantages of new mode of life are highlighted. The members of this society are open for dialogue and productive collaboration with other cultures.

The civil culture as the historical subtype of organization culture possesses some specific features, that allow to distinguish it from the cultures of primitive or traditional societies. It is characteristic for it critical attitude to the reality, democratic bases, tolerance and pluralism.

It should be stress that civil culture doesn't have any unique up- dictated standards and norms except ethical human and generally acknowledged criterions. This culture should not only adopts norms and values to people's interests but create new conditions for personal liberty, initiative and development of a person. In addition it must elaborate the system of limitation that except the possibility of individual or collective illegality or prohibition of human rights.

During the historical development the civil culture took ideals of critical rationalism and activism. It is reflected in stable orientation of a person to the success, business activity in the political sphere, responsibility and tolerance.

The civil culture doesn't deny the elements of mutual profit. It has also irrational elements: traditions, customs, and rituals which characterize spontaneous activity of all members of civil society.

### **3. PRINCIPLE ATTRIBUTES AND FUNCTIONS OF ORGANIZATION CULTURE**

Organization culture is based on the following principle attributes.

- 1) *Universal character of organization culture.* Organization culture is spread on the all structure, includes all types of actions in the organization. On the one hand that is a form of business acts and strategic problems on the other hand it determines the inner climate of a company.
- 2) *No formal character of organization culture.* The existing of the organization culture is not connected with the official requirements and orders. So the results of its influence are hard to be appreciated or measured.
- 3) *Stability of organization culture.* Stability of the organization culture can be explained by the traditional aspects of norms and rules adopted in society. It demands additional forces from managers but this stability can be conserved for many generations of people working in the organization.

Organization culture has some important functions.

- Security function. Specific system of values, norms and rules adopted in organization play a role of a barrier for negative tendencies from the environment.
- Integrative function. The united system of values permits to consider everyone as a part of it and to determine the particular role of each person. It forms the sense of collectivism and helps to unite the organization.
- Regulative function. Organization culture forms and controls the behavior of its members with the helps of rules, standards and norms.

- Compensative function. The strong organization culture allows to the firm to change the formal mechanisms and relations to non official saving the costs of management.
- Adaptive function. Organization culture permits to new employers to adopt easily the social system of a firm. It reinforces the dedication to the organization.
- Educative and developing function. The high level of the organization culture makes positive influence to education and improves the general social position of its members.
- Function of quality management. The quality of the organization culture determines the quality of work, microclimate and at last the quality of production.
- Function of the achieving the balance. This is the balance between the corporative values and the values of the environment, that is adoption to needs of the society. Organization culture helps to abolish obstacles, to adjust to exterior social interests.
- Function of partnership regulating. The environment may be not favorable for a firm because of conflict of interests. Organization culture elaborates the system of norms in the relation with partners from the outer society.
- Function of consumer orientation. Modern firms try to demonstrate the care about consumer. But the interests of a weak organization are focused inside its problems and needs. This firm can't exist in long last period.

The majority of functions of organization culture are valuable for the whole organization and for every its member. They harmonize the relations in and out of the organization. But it should be stressed that organization culture cannot be extremely stable or permanent because it may ignore in this case the signal of environment. The transformation of environment must form new aims, methods and values of the organization. It's one of the main condition of success and development of the organization.

## **4. TYPES OF ORGANIZATIONAL CULTURES**

### **4.1 Weak and strong cultures**

The force of culture may be defined by means of :

- quantity of beliefs and values;
- degree of understanding of general mission of organization;
- clearness of priorities.

Strong culture is said to exist where staff respond to stimulus because of their alignment to organizational values. In such environments, strong cultures help firms operate like well-oiled machines, cruising along with outstanding execution and perhaps minor tweaking of existing procedures here and there.

Conversely, there is weak culture where there is little alignment with organizational values and control must be exercised through extensive procedures and bureaucracy.

Research shows that organizations that foster strong cultures have clear values that give employees a reason to embrace the culture. A "strong" culture may be especially beneficial to firms operating in the service sector since members of these organizations are responsible for delivering the service and for evaluations important constituents make about firms.

Research indicates that organizations may derive the following benefits from developing strong and productive cultures:

- Better aligning the company towards achieving its vision, mission, and goals
- High employee motivation and loyalty
- Increased team cohesiveness among the company' various departments and divisions
- Promoting consistency and encouraging coordination and control within the company
- Shaping employee behavior at work, enabling the organization to be more efficient

Where culture is strong, people do things because they believe it is the right thing to do, and there is a risk of another phenomenon, groupthink. "Groupthink" was described by Irving L. Janis. He defined it as "a quick and easy way to refer to a mode of thinking that people engage when they are deeply involved in a cohesive in-group, when members' strive for unanimity override their motivation to realistically appraise alternatives of action." This is a state in which even if they have different ideas, do not challenge organizational thinking, and therefore there is a reduced capacity for innovative thoughts. This could occur, for example, where there is heavy reliance on a central charismatic figure in the organization, or where there is an evangelical belief in the organization' values, or also in groups where a friendly climate is at the base of their identity (avoidance of conflict). In fact, groupthink is very common and happens all the time, in almost every group. Members that are defiant are often turned down or seen as a negative influence by the rest of the group because they bring conflict.

Innovative organizations need individuals who are prepared to challenge the status quo, groupthink or bureaucracy, and need procedures to implement new ideas effectively.

#### **4.2 Dynamic and static**

Dynamic are cultures able to fast and essential changes. They are approached to reality and may transform forms, methods, means and landmarks of their organization activity. The initial impulse to those changes may be external or internal. For instance the institute can react fast of requirements of control upper organization. Dynamic cultures can accumulate fast new knowledge, experiences, methods and means.

Static cultures are based on strict behavior norms, traditions, habitual imaginations about reality. The sphere of knowledge and experience change slowly.

Dynamic cultures may be strong and weak. But as a rule they are vital, flexible and reactive. Static culture may be also vital. It occurs when the environment is also static. So it is a strong static culture as it was the culture of medieval craftsmen.

Nowadays static culture may be found in organizations that don't deal with business (e. g. government institutions). But business organizations with static culture are as usually weak. They can't compete in the market as they are not able to react fast to changes happened in life.

#### **4.3 Goal directed and not directed**

Goal directed culture supposes to have the exact aim accepted by the whole organization and all its members. The actions of all elements of the system are entirely coordinated. The goal directed culture appreciates generally the result of activity and not the process. The whole complex of organizational methods and means should submit to the principle of

expediency. The result must be achieved by the most rational way under circumstances of minimal costs. Goal directed cultures are as a rule cultures of real declarations.

Not directed culture doesn't have the exact aim. It can have general mission but it doesn't clearly see the ways of its providing or realization. It can be explained by the fact that the general mission is less understandable or even abstractive. The actions of the elements of system are not coordinated. Not directed culture appreciates generally the process of activity, status of its members but not the result. The time for such organization is not the basic value. Not directed culture may be dynamic and active, but all its actions are spontaneous and not interlinked. Often not directed culture is the culture of fictive declarations.

#### **4.4 Extraverted and introverted**

Extraverted cultures are cultures addressed outside to the other cultures. They are characteristic to the organization with the mission lying outside the system. The search of sense is also directed to outer space. This type of culture can be regarded as a part of megaculture. The values of forms, methods and goals correspond to other cultures. So the distinguished feature of such organizations is the universal character and the wide opportunities to use its instruments in different cultures.

The formation and the development of extraverted cultures are based on general and particular correspondence with neighbor cultures. It allows to fix the advantages of the culture and to make clear weak elements in comparison with other organizational cultures. The experience of neighbor cultures is accepted successfully by extraverted cultures.

The introverted cultures are the cultures addressed inside. They are characteristic for organization with the interior mission. The formation of sense of the introverted is connected with the specific features of the organization. Values, norms and landmarks of such organization are devoted to the inner using. The relations with other cultures are essentially limited. Introverted firms are based on the principle of self-sufficiency. The culture create and follows its own mission and goals.

Evidently that extraverted cultures are more active and dynamic because of their flexibility and rapid reaction. But sometimes extraverted cultures may be weak with the high degree of dependence on other structures. The most bright example of such cultures are governmental enterprises under circumstances of administrative economics with the strict centralized governing. On the other hand introverted cultures may be not only weak but strong as well. Meanwhile the hyper strong cultures are introverted as a rule. In some situation the close character of such organizations permit to preserve the existence of the whole system especial during crisis in the society.

Introverted culture can be vital and strong for a long time only in static environment. In dynamic environment it is not possible. The changing conditions require the transformation of means and methods of functioning. So the reality and interior values of the culture make conflict that leads to destroying of the system.

#### **4.5 Opened and closed**

Opened are cultures able to carry out cultural exchange. Closed cultures don't have such ability. Naturally a culture cannot be absolutely closed and isolated from other cultures. Open character is also relative. The full opened culture may be dissolved in megaculture. Degrees, forms, and spheres of opening vary a lot.

- 1) Opened on entry and on exit. Opening on entry means the ability of a firm to transmit its cultural base to other cultures. Cultures may be opened only on entry and closed on exit or opened both on entry and on exit. The closed character of an organization culture on exit are habitual for many organizations. For instance it is

usual for many enterprises active in market structures. It is widely spread among secret organizations, special services, criminals, religious sects and firms with high risk projects. All those structures try to minimize the information about their practical activity and means and forms of its realizing.

- 2) Opening on different levels of an organization culture. Various levels of a culture possess different degree of opening. In many cultures the sphere of values and missions is closed. Thanks to it such cultures provide the defense of their bases. It is important for big corporations and even for states because the cultural expansion evokes economical and political pressure. On the contrary the level of knowledge is opened on entry but closed on exit. In many enterprises the most part of technical, organizational, economic information is commercial secret. The subjective level has more limits on entry than the knowledge level. The limits of access may be set up following different parameters: (the safety for an employer, the comfort conditions and material providing.
- 3) Active and passive opened cultures. Active opened cultures are borrowing cultures. One form of them is commercial espionage. Exit opened cultures are as usual invasive cultures. All active opened cultures are at the same time passive opened. It doesn't mean the reverse coincidence. Passive opened cultures are as a rule the cultures of access. Cultures passive and opened on entry admit to inclusion of elements of other cultures-invaders. Active opened cultures are dynamic, strong and often extraverted. Passive opened cultures may be both introverted and extraverted. But in this case they are as usual weak. On the contrary passive opened introverted cultures as well as closed cultures can be even hyper strong. (clan cultures or sects).

#### 4.6 Conformist and confrontational

Conformist cultures are very weak and depending cultures. They have the ability to adapt to strong cultures, using their own basic missions, values and norms of behavior. Conformist cultures are distinguished of passive nature, opened character on entry and the high level of extravercy. Conformism is connected with the crises in culture and in the organization itself. The one of reasons of it is the breaking up with static, closed, introverted, hyper strong and changing reality. In this case the culture loses the ability to provide the realization of its mission and goals. Conformist cultures have different perspectives of development:

- Stagnancy on one and the same level of conformism (characteristic for strict centralized governing);
- Forming a new vital culture on the bases of its own cultural legacy adopted to other organizational cultures;
- Lost of the own autonomic culture (total dissolving in mega culture)

Confrontational culture is able to compete, to defend its values and to set up its priorities. Confrontational culture is not always in the state of conflict : this ability may be hidden. Confrontational culture can be active and passive. Passive may be seen under circumstances of threat of outside invasion. Passive confrontational culture may be extraverted and introverted. Active confrontational culture is extraverted. It interferes to the sphere of other cultures influences a lot mega culture. Active confrontational culture is strong, dynamic and actively opened. It can struggle with any type of culture. In reality organizational cultures may combine confrontational character to the basic aspects with the conformism to some spheres of activity or methods. This combination is usual to the developing cultures.

#### **4.7 Individual and collective**

Individual are cultures that function realizing their interests, goals based on their personal values. In other words the central point of such culture is a person itself. Meanwhile individual culture may be goal directed. It is expressed in close connection between personal and general beliefs, missions and methods. The most typical example of such structures is the system of a market structure especially in American business corporations. Collective culture exists on the base of collective interests and values. Here the central point is the society of members of the organization. This kind of culture is most typical for Japanese enterprises. It should be mentioned that the collective character may emphasize some features of the organizational culture. So the most closed, strong and confrontational cultures are the cultures with the high degree of collectivism.

### **5. RESULTS**

As the conclusion it should be stressed that it is difficult to find pure type of organizational culture in real economical life. As usual corporations or firms combine different features of many structures. In any case knowing advantages and defaults of each of them allows to organize the effective business on the one hand and to coordinate functions and instruments in the sphere of economy on the other to struggle against negative aspects they possess.

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