

M4a1 part a

Business



Applicability of Schein's Conclusion about Organization Culture AFFILIATION:

Applicability of Schein's Conclusion about Organization Culture

From: jessicasmith@yahoo. com

To: Human Resource Manager (michaeljohn@yahoo. com)

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Subject: Company Culture – Applicability of Schein's Conclusion

According to Hofstede, Hofstede and Minkoy (2010), culture is one of the major constituents of an organization and it comprises of four main elements i. e. artifacts, values, beliefs and attitudes. Since everyone in an organization has a different cultural background, it becomes crucial for the HR department to identify the factors that can affect their work behavior and job. Since this diversity is an integral part of an organization, it is mandatory for the managers especially an HR manager to observe the workforce behavior and incorporate the required changes in the policies and procedures to ensure that employees are motivated to work effectively on their jobs (Parmelli et al., 2010).

Schein (2010) has rightly affirmed that a common pattern of basic assumptions should be shared among the group members so that they can effectively solve the problems; when everyone has the same set of values and norms, then internal integration and external adaptation becomes easier and it has worked positively for the overall organization. The new members of an organization should be taught the same way of perceiving, thinking and feeling about the problems so that the conflicts are avoided. Hence, it is stated by Schein that an effective manager has to ensure that he/she advances in the organizational studies by observing the real behavior of the workforce which are labeled as values, assumptions and artifacts (Bohlander <https://assignbuster.com/m4a1-part-a/>

& Snell, 2007).

According to Jung et al. (2009), Schein categorized the signals of cultures and subcultures in three stages; the first stage is known as ‘artifacts’ which are the attributes that are evident as they can be heard, felt and seen such as dressing style, communication medium, tone of voice, stories and etc.

Artifacts are in the form of company’s mission, slogans, written communication mediums and slogans; all of them are easy for observation but challenging for deciphering (Cameron & Quinn, 2011). The second stage is known as ‘values’ which is slightly complicated in nature but are observable to a certain extent. For instance, during the interview process, a manager can make some judgment about the candidate’s values by observing him/her.

Finally, in the third stage which is known as ‘basic assumptions’ are the most difficult ones to be observed as they are deeply embedded in the person’s behavior. Their behavior becomes evident when the person starts working in the organization. Hence, all of these stages combine to define the attention aspect for the HR manager because it explains how people perceive things in their surroundings, interpret their meanings and finally take an action.

Schein’s argument that “Inattention to social systems in organizations has led researchers to underestimate the importance of culture—shared norms, values, and assumptions—in how organizations function” is a threat for validating the outcomes or results of interviews and surveys that are concluded by the behaviorist researchers (Schein, 2010). It is important that data of the research studies is linked to the observation of real human behavior as people have good understanding about the things that will be

said and how they act apart from the organization culture.

Since leaders are the ones who embed the cultural values within an organization, it is important for them to demonstrate the organizational values by their actions on a daily basis; most of the people act and behave in accordance to the guidelines that have been set by the leaders (Mobley, Wang & Fang, 2005). The process of system thinking will help the managers to develop a bond that is attached to shared vision, learning by teams, achievement of personal mastery and development of mental models; all of these factors will contribute towards organizational excellence.

Hence, analysis of an organization's culture will provide a valuable insight to the managers who want to ensure that the organizational climate is suitable for the effective functioning of the workforce.

Yours' Sincerely,

Jessica Smith

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