

Reflective journal

Business



Introduction Organizational culture refers to a pattern of basic assumptions about a particular group, association, or organization that are so well integrated to help the group deal with issues concerning both its internal and external environment. They are upheld by all existing members of the group and passed on to new ones. (Schein, 1992, p. 111)

Responses

The organizational environment comprises of the internal environment (representing factors within an organization) and the external environment (comprising of factors outside the organization). The organizational environment is always changing and highly uncertain and these factors impact on the organization's operations and performance. Therefore, managers must be conscience of the ever-changing environmental dynamics for making appropriate decisions, strategies, and policies.

Toys “ R” Us-Australia has incorporated an adhocracy/creates culture where innovation and creativity is greatly encouraged as between the employees and the management with a long-term view of growth, product uniqueness, and maintaining market leadership. Removal of a key dimension such as empowerment will:

1. Negatively impact on the entrepreneurial space within the organization by restricting the frequency and uniqueness of new product development
2. Reduce the employee motivation as it would in effect imply a change at the firm to adopt a more tall-type organizational structure with more formal rules and regulations
3. Affect the organization's adaptability to environmental influences by increasing the time-lag between environmental assessment and policy making due to decreased delegation of power and authority

Virgin's founder and CEO, Richard Branson is well known for his strong work culture and strong business ethics. Virgin Atlantic has grown to become one of the largest airlines in Britain. (Martindale, 2007) His strong work ethic has seen the Virgin group grow rapidly since the terrorism scare in 2002. In line with this growth was the firm's deviation from the norm by filling vacancies internally. This reward mechanism was highly motivational and saw capacity building amongst its employees build strongly in line with the firm's overall growth and profit strategies. From such a young, inexperienced team, the management has grown from strength to strength and building a strong organizational culture based on performance setting, strong ethics, and dedication to close relations between various aspects of its business.

A strong "create" culture is key for Toys "R" Us in light of the type of business it operates. The business primarily relies on high innovation and creativity to differentiate its products in the market as well as penetrating the market in line with the parent firm's overall objectives of market dominance. Toys "R" Us has also diversified its business from traditional toy making to capture the broader market of expectant mothers under the line Babies "R" Us. The consolidation of this market requires extensive new product development to meet its profit objectives.

An ethical culture exhibits several characteristics:

1. At the core are organizational values. Such values encompass attitudes, behaviors, beliefs and morals that the organization promotes in line with its corporate image.
 2. Leadership effectiveness: Good governance and administration within the organization in terms of enhanced communication, and adherence to the very values that they stipulate for their employees. Leadership styles and
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personnel within the organization play the role of pacesetters for the rest of the organization.

3. Balance of stakeholders' interests. Organization has several stakeholders with interests that may conflict with each other i. e., customers, suppliers, financiers, owners, and workers. All these groups have needs and demands some of which may be directly in conflict to each other. An ethical culture recognizes the existence of such tensions and attempts to maintain a balance by satisfying most if not all of these demands.

4. Process integrity: The ethical culture requires that the values held so dearly by the firm must be reflected within the organizational processes themselves. These processes are key in building both the public's trust into the firm and that of members within the organization.

Conclusion

At Toys " R" Us there is consistency between the core values as stated within the company's vision, mission and objectives policy and the values governing inter-personal relation as between members of the organization. The company's adhocracy culture is founded on around this critical area.

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