

Organisational culture is a complicated, ~~and~~ wide-ranging concept that ~~covers and~~ affects many different aspects of an organisation. Past and recent theory ~~are is~~ explored and relevant industry examples are drawn from the service industry, specifically hospitality. This area has been chosen because the hospitality industry is prominent in every country, ~~and~~ it covers a wide range ~~and variety~~ of facilities offered to consumers. ~~Therefore~~ ~~therefore~~, it can produce many different organisational cultures (Brotherton 2003). ~~Furthermore~~, identification ~~of into~~ the manner in which culture encourages ~~how~~ ethical and strategic decisions ~~are encouraged~~ by culture, as well as their affect on culture is noted. Finally, the paper evaluates ~~on~~ whether ~~it is possible for~~ organisations can effectively ~~to~~ manage culture within companies. The document also explores ~~and so~~ what steps ~~could be taken~~ can be taken ~~to~~ ~~hat may~~ enable managers to further understand the effect of the organisation's culture on both internal, and more importantly, external customers ~~and~~ of business operations (Solomon, Bamossy and Askegaard 2002).

Organisational culture has been relevant in academia for many years. The concept ~~and~~ was developed and adopted by many companies during the 1970's and 1980's as a ~~being~~ popular means ~~way~~ of reviewing organisations influenced from an earlier study of organisational change (Fulop, Linstead & Lilley 2004). Taylor's scientific management approach (commonly known as Taylorism) comprised some elements of culture and social awareness "*which threatened the sub cultural influences of both organized labour and management.*" (Fluop et al 2004:96). ~~Even earlier~~, in the 19<sup>th</sup> ~~nineteenth~~ century a, ~~through the work of~~ Robert Owen, grounding in ~~of the~~ cultural ~~of in~~ industrial organisations was established for future exploration through the work of Robert Owen. Later, many Japanese and Eastern organisations that were growing steadily encouraged Western organisations to reduce the level of ~~move the amount of~~ bureaucracy in ~~from~~ their business operations and ~~through~~ firms, thus changing their behaviour and ~~therefore~~ culture.

Formatted: Superscript

Comment [T1]: Please confirm if this is what you meant by this sentence

Many different views regarding the ~~from~~ research conducted within organisations have become apparent including ~~one a~~ concept of "shiftitus". This term signifies what happens when ~~where~~ different shifts within an operation, work against each other to become the best

shift in the company by “*lying, cheating and stealing*” (Fulop et al 2004:96). ~~T~~ This concept ~~although is~~ prominent in ~~strong~~ cultural firms, such as McDonald’s. ~~I~~ ~~t can be observed to~~ clearly impacts ~~on~~ customer service and ~~the~~ value provided to customers, ~~which has a~~ significant ~~making a clear effect impact~~ on total sales and profitability (Timm 2001). Additionally, ~~company~~, ~~T~~ “Company T” reviewed by Fulop et al (2004)<sup>1</sup> provides clear vigilance in the way companies manage their employees, through culture. The ~~2 x~~ 4 management approach within ~~company~~, ~~T~~ “Company T” ~~which~~ dealt with people verbally as though they were hitting them with a 2 x 4 plank of wood.” (2004: 96). ~~This~~ clearly reflects a strong cultural approach within the organisation and a similar concept to McGregor’s theory X style of management (Mullins 2005).

Culture became highly prominent ~~in 1980~~ when Hofstede ~~in 1980~~ produced research on the basic dimensions of culture (Mullins 2005). Later ~~in 1985~~, Hofstede and Michael Bond adapted this ~~research in 1985~~ to ~~include~~ ~~become~~ the five cultural core dimensions.

In 1967, Harold Garfinkel was progressing through his idea of ethnomethodology, which was an aspect of sociology ~~that~~ ~~which~~ emphasised that taken-for-granted assumptions and rules may affect social life. ~~He~~ identified ~~ying~~ certain areas ~~which of how~~ new members ~~of to~~ a certain group would have to learn ~~in order~~ to ~~become~~ part of that particular set. Garfinkel and Barry Turner’s 1971 work (on exotic culture) ~~produced in 1971, in some later years,~~ ~~presented~~ an understanding of “...the importance of the implicit and taken-for-granted in forming our experience of organizations...” (Fulop et al 2004:97). ~~C~~ ~~This~~ ~~consequently,~~ ~~this~~ ~~research~~ led to a less ambiguous understanding of how people, ~~think~~ consciously ~~think,~~ ~~understand data,~~ make decisions, ~~make sense of data~~ and how the ~~process~~ information ~~process enables them~~ ~~is made in order~~ to make ~~those~~ decisions.

The ~~c~~ Current understanding of ~~n~~ the aspect of organisational culture was developed in Japanese manufacturing firms ~~in during~~ the 1970’s, ~~as~~ ~~During this time, a larger number~~ ~~of more and more~~ firms with individual phenomenon were studied. ~~C~~ ~~onsequently,~~ views and opinions ~~changed~~ about organisational culture ~~changed~~.

“*Bureaucracy is dead! The future belongs to those with strong cultures.*” (Gabriel 2001:192). This ~~was produced~~ ~~statement appeared~~ in many bestseller ~~during in~~ the 1980’s. ~~It and~~ ~~involved~~

<sup>1</sup> Company T is an organisation that Fulop et al (2003) provide as a case study to increase understanding. ~~S~~ should readers wish to ~~learn~~ ~~know~~ more, it is located in pages 93-95 of the book.

Formatted: Font: Italic
Comment [T2]: Unclear; suggest rewording
Formatted: Font: Times New Roman, 12 pt
Formatted: Left, Line spacing: Multiple 1.15 li
Formatted: Font: Times New Roman, 2 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Formatted: Font: Times New Roman, 12 pt
Comment [T3]: Please confirm if this is what you meant
Formatted: Font: Times New Roman, 12 pt
Formatted: ...
Formatted: ...
Formatted: Font: Italic

~~the~~was a belief that ~~if~~any firms ~~that~~ wanted to progress into the future ~~they needed~~required a strong culture, ~~based on the following from~~ research ~~involving~~of the ~~mentioned~~ Japanese companies ~~mentioned previously~~. These organisations ~~have~~s strong cultures "...which bond their members into highly cohesive and effective teams." (Gabriel, Finemana dn Sims 2001:206). A close leadership bond influenced by national culture managed strong culture ~~within~~ these organisations. Successful companies were deemed ~~those that had ones that maintained~~(~~and still believed now~~)a strong ~~internal~~ culture,~~s within~~; ~~This~~ relates~~ing~~ closely to strategy and strategic advantage (Gabriel et al 2001, Lynch 2000) ~~in specific of the~~and the ~~fact that~~ business sacrifices ~~are required~~ ~~have to be made~~ in order to retain a strong culture. ~~For example, ; in 1979~~ when Lee ~~I~~Lacocca took over Chrysler ~~in 1979~~, he ~~gave~~ awarded himself a salary of \$1.; ~~This~~ ~~gave~~giving the indication that ~~other employees~~people would ~~also be required~~ ~~have~~ to do the same; for the good of the company.

Many authors have provided their own personal ideas, assumptions and understandings of organisational culture. ~~These include~~; Mullins (2005), Harris and Ogbonna (1997), Garden (2000), and Maul, Brown and Cliffe (2001), to name just a few. However, many of these authors relate back to the ideas and identification of Schein"s work. Rosen and Wilson (1999) believe this philosophy to be ~~slightly~~a little obtrusive and too vague.

Moreover, Crane and Matten (2004) believe that organisational culture "~~...represents the overall environment or climate found within the organization.~~" (2004: 136). From these views on organisational culture, we can summarise theory; to be understood by managers within firms and defined as "~~...how things are done around here.~~" (M~~m~~ullins 2005:891). Dobb, Simkin, Pride and Ferrel (2001) also believe that people"s ~~clothinges~~, ~~what the food they people~~ eat and how ~~people they~~ socialise ~~are also determinants~~determine of the organisational culture ~~and~~; consum~~e~~ing many aspects of life within an organisation. Through the author"s own experience, it is quite ~~distinctive~~obvious how hospitality organisational culture ~~is~~ differs substantially from many other industries. Long hours and the close community (~~of a hotel~~)of an environment where people work, live and socialise with the same group of people ~~results in~~ stronger, ~~and~~ more concrete cultures ~~ensue~~.

Formatted: Font: Italic

Formatted: Font: Italic