Organisational culture is a complicated, wide-ranging concept that covers and affects many different aspects of an organisation. Past and recent theory are explored and relevant industry examples are drawn from the service industry, specifically hospitality. Therefore, it can produce many different organisational cultures (Brotherton 2003). Furthermore, identification of the manner in which culture encourages ethical and strategic decisions is noted. Finally, the paper evaluates whether it is possible for organisations to manage culture within companies, The document also explores and what steps could be taken to enable managers to further understand the effect of the organisation’s culture on both internal and more importantly, external customers and business operations (Solomon, Bamossy and Askegaard 2002).

Organisational culture has been relevant in academia for many years. The concept was developed and adopted by many companies during the 1970s and 1980s as a popular means 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 19th century, through the work of Robert Owen, grounding in the cultural of 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 the amount of bureaucracy in their business operations, thus changing their behaviour and therefore culture.

Many different views regarding the from research conducted within organisations have become apparent including a concept of “shiftitus”. This term signifies what happens when 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). This concept although is prominent in "strong" cultural firms, such as McDonald's, I-1 can be observed to clearly impact 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) 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 ethnomenology, which was an aspect of sociology that which emphasised that taken-for-granted assumptions and rules may affect social life. He identified certain areas which at how new members of in 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). 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 current understanding of the aspect of organisational culture was developed in Japanese manufacturing firms in during the 1970s. As During this time, a larger number of more and more firms with individual phenomenon were studied. Consequently, 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 1980s. It and involved

1 Company T is an organisation that Fulop et al (2003) provide as a case study to increase understanding. Should readers wish to learn more, it is located in pages 93-95 of the book.
the was a belief that any firms that wanted to progress into the future required a strong culture, based on the following research involving of the aforementioned Japanese companies mentioned previously. These organisations have strong cultures “…which bond their members into highly cohesive and effective teams,” (Gabriel, Finemana & Sims 2001:206). A close leadership bond influenced by national culture managed strong culture within these organisations. Successful companies were deemed those that had maintained and still believed now a strong internal culture within. This relating closely to strategy and strategic advantage (Gabriel et al 2001, Lynch 2000) in specific of the and the fact that business sacrifices are required to be made in order to retain a strong culture. For example, in 1979 when Lee I-acocca took over Chrysler in 1979, he gave himself a salary of $1. This gave the indication that other employees would also 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 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.” (Mullins 2005:891). Dibb, Simkin, Pride and Ferrel (2001) also believe that people’s clothings, what they eat and how they socialise are also determinants of the organisational culture and consuming many aspects of life within an organisation. Through the author’s own experience, it is quite distinctive how hospitality organisational culture 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.

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