



Defining Organizational Culture through CVF – An overview

Prof. Manju Nair
Principal, ISIM,
Jaipur, Rajasthan (India)

Gincy Varghese
Research Scholar
The IIS University,
Jaipur, Rajasthan (India)

Abstract: *Organizations in today's world are driven by many factors including leadership, performance, commitment, work environment etc. There are many definitions and descriptions which explain Organizational culture as a whole. Competing Values Framework (CVF) is one such instrument which explains and measures the Organizational Culture in a comprehensive way. Developed by Cameron and Quinn CVF is one of the major instruments being used to find out the most preferred culture in most of the organization.*

This paper defines Organizational culture and also explains CVF and its various attributes and how cvf helps to identify the most suitable organizational culture

Keywords: *Organizational Culture, Competing Values Framework.*

I. INTRODUCTION

Organizational culture has been named as the most important factor in making an organization successful. Because of which it has become an important field to be discovered by many researchers. This paper tries to explain effectively various forms in which organizational culture has been defined so far through many definitions particularly using Competing Values Framework (CVF). Culture formation in every organization takes place over a period of time and gets deeply rooted as time passes. Employees get adapted to such culture in a course of time. Culture formation takes place when the leaders of the organization propose different courses of actions which help to solve problems externally and internally.

Though there are many ways the culture has been defined so far but CVF has been a major landmark in defining organizational culture. The CVF given by Cameron and Quinn, the organizational culture is divided into four cultures with each culture having a specific quality and specifications which define what kind of culture is prevalent in various factors.

For a researcher, using CVF is an easy way to identify the culture prevailing in any organization. The four major types of culture in CVF are Clan, Adhocracy, Hierarchy and Market culture. This paper will explain each culture in detail and will try to highlight how it helps in defining the organizational culture.

II. REVIEW OF LITERATURE

2.1 Definitions of Organizational Culture

An organizational culture can be called as a set of beliefs and values which are shared by all in an organization, which helps to shape up the behavioural patterns of the people working in an organization (Kotter and Heskett in 1992). According to (Gordon & Cummins, 1989) organizational culture can be called as a drive which recognizes the contributions and efforts an employee puts as a part of an organization. It also provides an understanding as how and what needs to be achieved, how the goals of an organization are interrelated and how it can be achieved. Hofstede (1990) provides another definition about organizational culture which considers it as a collective process in the minds of the people which differentiates them from one another.

Schein (1990) describes organizational culture as a phenomenon which includes the rites and rituals, the values, the programmes such as the performance, training and development, recruitment etc. Martins and Terblanche (2003), called culture to have a deep association with the values and beliefs of an organization and which is shared by the individuals in an organization. Organizational culture is not only restricted to beliefs and values but also is a part of stories, symbols and norms of an organization which are set as a behavioural standard.

Klein in 1996 set the organizational culture as the core of all the activities taking place in an organization which have a great impact on the effectiveness of an organization's products as well as services. Schein (1994) described the organizational culture as a dynamic push which is revolving, engaging and interacting within an organization and is shaped by the employees and the management their gestures, behaviours as well as attitudes.

Schneider, Smith (2004) said that an organizational culture is something which begins with leadership and act as a force which drives the nature of an employee. Organizations differ in their culture. This is due to the fact that each organization follows their own set of beliefs and values, which brings changes in the way the activities are carried out, the way an organization deals with its employees. For instance some companies lays a great emphasis on the welfare activities of employees as they think they are the most important assets for their organization, while some follow a very strict procedures while selecting their employees through recruitment and selection procedures. The same way based on the culture even the employees have different perceptions towards different organizations like some feel this particular organization is a great place to work with while some feel that working in a particular organization is very difficult.

Tharp (2009) pointed out some of the major definitions which has been given in many years with regard to organizational culture. The first included all the concepts related to sharing within groups, Secondly where a culture is defined as a social platform describing the organization's and its employee's history, location and specific events and the last one which includes all the definitions which are multidimensional and includes many cognitive strata.

2.2 Competing Values Framework (CVF)

In order to improve the quality or organizational culture in 1970's concept of Competing Values Framework was emerged. In relation to this Cameron and Quinn developed CVF.

They proposed that an organization is made up of a number of competing factors which forms the culture of an organization. Bess (1988) explained that 3 types of long lasting and competing theories exists which are Bureaucracy, human relations and conflict.

Based on certain attributes, the authors have classified four types of Organizational Culture. These are Human Relations Model (HRM), Open Systems Model(OSM), Internal Process Model(ISM) and Rational Goal Model(RGM).

The Competing Values Framework developed through a research carried by the faculty of University Michigan in order to study Organizational Effectiveness. The result indicated that this model is extremely useful in studying the most important phenomenon of Organization like performance, effectiveness, culture etc.

The research indicated four basic cultures which have distinct attributes. These are:

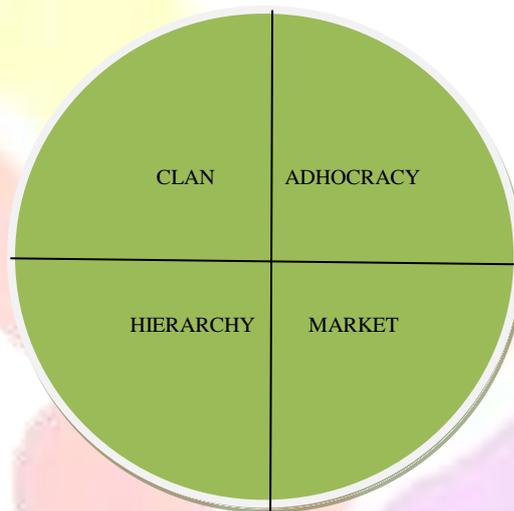


Figure: 1

Culture Type	Orientation	Leader Type	Values Driver	Theory of Effectiveness
CLAN	Collaborate	Facilitator, Mentor, Team Builder	Commitment Communication Development	Human Development
ADHOCRACY	Create	Innovator, Entrepreneur, Visionary	Innovation Transformation Agility	Innovativeness Vision
HIERARCHY	Control	Coordinator, Monitor, Organizer	Efficiency Timeliness Uniformity	Control Efficiency
MARKET	Compete	Hard driver, Competitor, Producer	Market share Profitability	Competing Effectiveness

Figure: 2 the Competing Values Framework



2.3 Organizational Culture Assessment Instrument (OCAI)

This instrument is one of the most suitable instruments used by many organizations around the world to find out the most suitable culture by identifying the present and the desired culture of people based on their responses.

(1) Dominant organizational attributes which includes

- a) Family like work place
- b) Entrepreneurial and risk taking ability
- c) Competitive and achievement oriented
- d) Control and structured policies

(2) Leadership style which includes

- a) Mentoring and facilitating nature of management
- b) Entrepreneurial, innovative and risk taking orientation
- c) Aggressive and results oriented
- d) Coordinated, organized and efficient

(3) Managing the employees through

- a) Teamwork, mutual consent and maximum participation
- b) Individual risk taking, innovation ideas, freedom of thoughts, and uniqueness
- c) Competitiveness and achievement oriented
- d) Security of job and conformity

(4) Organizational glue which includes

- a) Loyalty and mutual trust among the employees
- b) Commitment towards innovation and development
- c) Emphasizing on achievement and goal achievement
- d) Formal rules and procedures

(5) Strategic emphasis

- a) Developing Human resources, trust and openness
- b) Building of resources and creating new challenges
- c) Competitive orientation
- d) Permanent stability

(6) Criteria for achieving success

- a) Development of human resources and concern for people
- b) Exclusive products and services
- c) Competitive edge
- d) Dependable

III. CONCLUSION

In this modern era where every organization is trying hard to push their strategies and changing according to the environment needs, bringing a change in the culture becomes a difficult and challenging task. Organizational culture is embedded within the organization and making a change is not as easy as it seems to be. Before bringing a change it is important to analyse the present culture, its loopholes and what is the desired culture expected by all.

To fulfil this CVF is an important instrument which can help organizations in a great way. CVF not only helps the organization to identify the present culture but also finding out the desired culture. CVF itself is based on many attributes like innovation, flexibility, openness etc and all these attributes are also important feature in defining a strong Organizational Culture.

Hence both CVF and Organizational Culture goes hand in hand and a great way to help organizations in making many important decisions related to important phenomenon like effectiveness and performance of employees etc.

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