

COMPARATIVE APPROACH UPON ORGANIZATIONAL CULTURE MODELS

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Abstract: *Research on organizational culture (OC) evokes a common perception of unique characteristics that are stable over space and time but shared by the members of an organization. In this meta-study we stress out that papers on OC cover through a somewhat eclectic, and sometimes eccentric manner, a timeline of 70 years of both, OC theory and pseudoscientific approaches. Papers we eventually retained for this meta-analysis (47 out of 638 analyzed abstracts) fitted at least one criteria of the following: reference to (1) descriptions and definitions of OC and (2) types and dimensions of OC. Our contributions were generated through two studies run on our base sample: (1) A semantic text analysis of the OC definitions (solves ambiguities of words by means of several problem-solving algorithms) and (2) a frequency analysis of unique OC conceptualization attempts. Finally, we stress that organizations are being transformed because of the radical changes in the way people think, becoming more flexible and we identify key words and conceptual clusters, which could contribute to and streamline the managerial communication practices in every organization that operates with and facilitates administration services.*

Keywords: *organizational culture, organizational theory, types of cultures, dimensions of cultures, semantic text analysis.*

Introduction in Organisational Culture (OC)

To create an overview of the organizational culture, one can compare it with the personality of an individual. It is transmitted, developed, and assumed in various modes, such as unwritten rules with ethical and social implications (Groysberg et al., 2018) establishing hierarchical structures and relationships in the long-term, specific languages that direct and support communication between the members of the enterprise, standards of social ethics and individual behavior. We discuss that knowing and understanding the culture of an organization by the management has implications upon its performance and strategy. Mastering and assuming enterprise culture is essential in identifying and evaluating, streamlining processes and flows both externally and internally.

Literature review

Jaques (2013) coined the term culture in relation with the organization in 1951. Since then, scholars in the area of Organizational Psychology and Management Studies

sought to shape the relationship between Organization and Culture, from various perspectives and through different methodologies. OC became a very popular subject in the management literature, mainly after 1980 (Georgescu, 2012). Tsui et al. (2006) observe that throughout the literature, there are phenomenological (concept, meaning) and functionalist (consequences) approaches of organizational culture. The findings of Murphy et al. (2013) indicate that culture as a midwife of sorts to organizational behavior, that is, an element uniquely necessary to explain a firm's inimitable human side, such as organizational citizenship behaviors and effective leadership. Sarhan et al. (2020) states about the models and proposed dimensions to assess the concept of organizational culture, that they are theoretically and conceptually divergent, but basically related to each other.

Research on organizational culture indicates that human resources perceive it as having unique characteristics that are stable over space and time but shared by the members of an organization (Oh & Han, 2020). Although individuals' perspectives on real world phenomenon are as numerous as the individuals who exert them, the perceptions of organizational culture converge to form a unitary system of thinking (G. J. Hofstede & Minkov, 1991), a complex set of norms and values that the group has learned while solving problems (Schein, 1985; Serrat, 2017). In other words, individuals at distinct levels of culture or at different hierarchical levels of the organization tend to agree on important aspects of culture, and the organization is seen as an entity through its organizational culture. New members are taught the right way to perceive, think and feel organizational culture (Schein, 1996). Despite the different definitions of organizational culture, there are a few common elements included by management scholars (Argyris & Schön, 1997; Heilpern & Nadler, 1992; Schein, 1985). Holding constant the overall concept that organizational culture is present at all levels of the enterprise regardless of the homogeneity or heterogeneity of the organizational elements, it is important to consider the holistic feature of the paradigm. Leaders who succeed in an effective implementation of change under pandemic times in the organizations require, in the sense of Schein (1996), a realistic and objective view of the cultures where they exercise managerial responsibilities, otherwise they risk becoming puppets of those cultures. The evolution of the organization is reflected in the development of the organizational culture and can be analyzed by following its historical or contextual determinants (Gürlek & Tuna, 2018; Klüppel et al., 2018).

Though some definitions are at some extent diverse, we found that culture is generally considered peculiar to a given organization and somewhat inimitable. Its top-down values and shared assumptions are evident in behavioral norms and common experiences of members (Murphy et al., 2013). One recent definition is Kartolo and Kwantes' (2019) "reflects, and is shaped by, values, attitudes and expectations that are held in common by members within the organization; a force that holds organizations together that is crucial to the success or failure of an organization in various aspects".

Types of OCs

Organizations are like ethnic groups, countries, or regions. Each of them has different (economic, political, technological, and social) backgrounds and different contexts. They are created, accepted, maintained, and sustained by a group of people. The type of culture reflects, according to Enache (2004), the attitude of the organization towards

change, which may be: conservative, opportunistic, enterprising, and expansionist. Rue and Holland (1986), who establishes seven characteristics of the conceptual composition of OCs: individual autonomy, structure, support, identification, rewarding performance, conflict tolerance, risk tolerance.

Other studies (Chatman & Jehn, 1994; O'Reilly III et al., 1991) present a different perspective on the primary characteristics that, aggregate the essence of the organizational culture like innovation and risk taking, attention to details, orientation towards the result, the people, the team, aggression and stability. Therefore, through organizational culture, employees are encouraged to be inventive (Sokoh & Okolie, 2021, p. 290) and to undertake risk, while achieving performance in terms of precision, analysis and attention to detail the management remains results-oriented, rather than focusing on the techniques and processes needed to obtain the results. In a more abstract line of thought, Denison (1990) identifies four primary perspectives on organizational culture that build on four distinct hypotheses:

1. Consistency hypothesis - supports the idea that a common view, shared views and mutual values between the human resources of the enterprise contribute to internal coordination and give a sense of meaning to the professional existence of the employees.
2. Mission hypothesis - presents the idea that a common goal and a common strategy can coordinate and direct the human resources of the enterprise to collective goals.
3. Involvement / participation hypothesis - supports the idea that employee involvement and participation contributes to the development of human sense of responsibility and enhances loyalty, dedication and fidelity towards the enterprise.
4. The adaptability hypothesis - describes the idea that norms and perceptions determine the survival, growth and development of the enterprise. Thus, perceptions have the role to feed and improve the ability of an enterprise to intercept, interpret and find correspondence to signals from the enterprise environments.

Using a binary approach, there are some scholars (S. P. Robbins, 2009; Waterman & Peters, 1982) who group the OCs into strong/positive and weak/negative cultures. Thus, there is an inevitable link between organizational culture and the level of success it enjoys. A strong culture is maintained where human resources respond to incentives because of their alignment with the organization's values. Poor culture exists where there is no human resource identification with the organization's values and where power has to be exercised through cumbersome procedures and bureaucracy (S. Robbins & Judge, 2009; Waterman & Peters, 1982). A similar binary approach have Krackhardt (1994) and Diefenbach et al. (2011) when speaking about the degree of organizational formalism, resulting in (1) informal and (2) formal organizations.

An attempt to analyze the OC structures through mathematical modeling elements is undertaken by Goffee and Jones (1996). Thus, the scholars present a matrix for understanding the culture of the organization, where the two dimensions of the matrix are sociability and solidarity; this two dimensions of culture give, through the combination of values, four types of OC: (1) Network culture, (2) Community culture, (3) Fragmented culture and (4) Mercenary culture. Another approach about the culture of the enterprise is set by Hofstede (1996), which noticed six dimensions of organizational cultures.

In the next chapter, we are addressing the plethora of approaches on OC literature from the past seventy years while extracting some key similarities and differences. Such a retrospective is much needed, especially in times when the companies are "following

dramatic shifts in behavior, trust system and essentially the way” they operate (Baghiu, 2020, p. 9).

Data Gathering, Analysis and Conceptualisation

Methodology

Amongst the numerous obstacles that researchers and managers have, to understand, through inductive and/or deductive approaches, the paradigm of OC is the lack of consent on its definition. Therefore, a Semantic Text Analysis could be helpful, to discuss definitions of OC in a new light. Studies from all disciplines, ranging from supply chain (Aryal et al., 2020) to accounting (Crofts & Bisman, 2010) use natural language processing and semantic classification software for identification of content and relationships. As a result of the systematic search from specific online databases: Emerald Insight, Science Direct and Google Scholar a number of 638 analyzed abstracts were identified and 47 articles included in two studies:

- Study 1: Semantic Text Analysis of the OC Definitions (solves ambiguities of words by means of several problem-solving algorithms) and
- Study 2: Unique OC Conceptualization Attempts Occurrence Frequency Analysis.

Definitions for the review were extracted onto a standardized data extraction form (designed in MS Excel) including name(s) of the author(s), year of publication, article title and model name (if present), original definitions as formulated by the author(s), type of approach to conceptualize OC (if present, differentiating between typological, dimensional or mixed). The first and second author double-checked all extracted data and selected article references were reviewed in order to extend the search for relevant articles. Consequently, 46 Original Definitions of OC and 23 Unique OC Conceptualization Attempts are included.

In Study 1, for purpose of isolating essential language indicators like verbs, adverbs, adjectives, the 46 Original Definitions of OC were analyzed using a high performance language semantic analysis software, i.e. Tropes, developed by the university of Aix-en-Provence (Simons & Smits, 2020) available from the Semantic-Knowledge Website (2022), free of charge. The advantages of using the Tropes software are that it offers the user the possibility to handle also English data and the ability to carry out stylistic (argumentative, enunciatively, descriptive or narrative style), syntactic and semantic analyses. It also includes the presentation of the results in graph and table form. The second study, given the concurrent increase in the number of articles aims to develop a provocative type of approach to conceptualize OC, if present, differentiating between typological, dimensional or mixed.

Study 1 - Grasping the essential meaning of OC

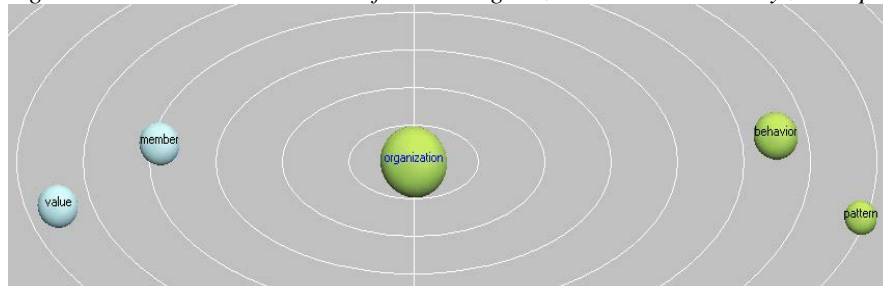
Once the corpus analysis was completed the text style (Semantic Analysis) turned out to be rather argumentative. The authors of the OC definitions argue, explain or analyze in order to try to convince. Definitions appear to show their effectiveness in convincing the addressee of a certain standpoint (Van Eemeren, 2019) by using the individual pronoun «I», the authors stress a well-developed sense of self-awareness, revealing their dynamic point of view and aiming at reducing misunderstandings. The corpus involves the narrator and is distinguished mostly and significantly by the use of verbs that help to make a

statement about a given state or an action. In relation to the verbs, these are “factive” (Semantic-Knowledge, 2022) (53.8%) expressing actions (“to be”, “to shape”, “to share”, “to develop” etc.). Furthermore, definitions use modalities (adverbs or adverbial phrases) that express manner (42.5%), therefore the way something happens or it is done, is contained by the discourse. The selection of adjectives is critical, revealing that adjectives are objective (86.4%) enabling to characterize beings or objects.

As we explore how the concept of OC differs in definition, we identified two Reference fields, providing a general overview of the primary organizational culture themes that were studied in the last decade. Reference field 1 group together the main substantives like organization, behavior, social group, cognition and culture, of the definitions analyzed into Equivalent classes while Reference field 2 displayed themes with associated frequency like organization, behavior, cognition, culture and people. As we noticed, both Reference fields are quite comparable, in both kind and frequency of substantives’ appearance. When investigating how the concepts of OC differ in their definitions, the graph is a suitable way to represent the correlation between various equivalent classes, appearing frequently throughout the definitions.

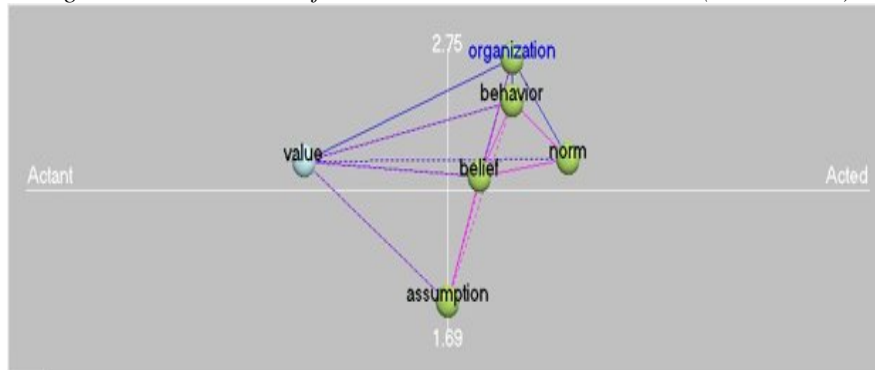
In the following diagram, we concentrate on the main concept, the organization. The main concept is presented as a sphere with a size, proportional to the number of concepts it contains.

Figure 1 Relations between the Reference-Organization within the analyzed corpus



The number of connecting relationships between concepts relates to the distance between the planets: when two planets are near together, they have many relationships; when they are far apart, they have few. In the above example, “organization” shares many Relations with “member”, “value”, “behavior” and “pattern”, and fewer relations with “history” or “symbol”. To the left of the main concept, organization are their predecessors (member, value), to the right their successors (behavior, pattern).

Figure 2 Concentration of Relations between the main actors (actant/acted)



As we can see, References are placed either as “Actant” (Semantic-Knowledge, 2022), before the verb, often subject, it carries out the action, or as “Acted”, after the verb, is subjected to the action. The lines show the relations (using co-occurrence statistics) between the reference selected and the other references displayed. A dotted line shows an infrequent relation. A solid line indicates a frequent relation. In our opinion, Values as “Actant” are calling for action to change. Leading through change is no and easy task (Dogaru, 2018, p. 168), but the process could be optimized through the inclusion of important references like those that were identified in our research: members, values or behavior in communication. Our data is consistent with Verbeke’s (1998) results. We call the X axis (horizontal) actant/acted ratio (from left to right) and the Y axis (vertical) demonstrating the concentration of relations for each reference (strong-top, weak- bottom). If a reference is associated with many other references, it may be deduced that this reference is very important.

Study 2 - Types or Dimensions of OC?

Considering a timeline of 70 years of OC theory, starting in 1951, with Jaques’ Changing Culture of a Factory (Jaques, 2013), we identified twenty-three, unique attempts (or at least of a mixed nature – meaning an overlap of existing OC Types and Dimensions) which ought to conceptualize the and differentiate between OCs. This OC views changed at a slow pace after the middle of the nineties, meaning that the scholars, now “promoted” to “classics”, laid the foundation of OC studies between '82 and '96 (almost 80% of the models were published in an interval which represents 20% of the analyzed time frame).

Throughout our meta-analysis, we identified two fundamentally different approaches on “dealing” with the OC paradigm, namely:

- a positivist, constructivist approach (Scott et al., 2003), that proposes instruments which imply quantification methodologies (Cameron et al., 1991; Cooke & Lafferty, 1987; Harrison, 1972; Quinn & McGrath, 1985);
- or a total disregard for attempts to measure OC in favor to a qualitative research framework through the use of observation or projective metaphors (Deal & Kennedy, 1983; Goffee & Jones, 1996; Schein, 1985; Sonnenfeld et al., 1988; Wallach, 1983).

In Table 1, we summarize the findings of our meta-study on the approaches to conceptualize OC between the years 1972 and 2008. We could determine three kinds of approaches: a typological, a dimensional and a mixed one. The table contains also, the title of the article or model name, the author and a short description of the concept.

Table 1 Research references on types/dimensions of OC (between 1972-2008)

Nr. Crt.	Model/Article Title	Author(s) and Year	Approach	Concept
1.	Harrison's Organization Ideology Questionnaire	Harrison, 1972	Typological	Measures the organizations' ideology with focus on: power, roles, tasks and individuals (Harrison, 1972). This questionnaire addresses both existing and preferred culture
2.	Corporate Cultures: The Rites and Rituals of Corporate Life	Deal & Kennedy, 1983	Typological	The research of Deal & Kennedy (1983) resulted in following types of OC: "Macho" culture, "Work-Hard-Play-Hard" culture, "Bet your company" culture, "Process culture" culture.
3.	"American Corporate Renaissance"	Kanter, 1983	Typological	Kanter (1983) defines two poles of OC, named Segmentalist and Integrative cultures. "The segmentalist culture is viewed as being resistant to change [...], integrative cultures, [...] look for novel solutions to problems"(Cresswell et al., 2014, p. 361).
4.	Organizational Culture Index (OCI)	Wallach, 1983	Typological	The OC types which Wallach (1983) proposes are: Bureaucratic, Innovative and Supportive culture. "the integration between these three dimensions can produce the core value of an organization culture"
5.	Layers of Organizational Culture	Schein, 1985	Dimensional	Schein (1985) brings in discussion a pattern of cultural elements which are to be categorized in different Layers of OC, including artefacts, espoused values, and unspoken assumption, while "More amenable to moulding by management are the outer layers of culture, the rituals, symbols, heroes and other artefacts" (Sinclair, 1993). The same three dimensions are still the subject of present research which does not question the mindset, but only applies it in a specific domain (see, Bolinger & Burch, 2020; Z. S. Byrne et al., 2021; Gao et al., 2020; Sawan et al., 2018; Zanin et al., 2021).
6.	Competing Values Approach (CVA)	Quinn & McGrath, 1985	Typological	Based on an earlier study (Quinn & Rohrbaugh, 1983), Quinn & McGrath (1985) propose following categories of OC: Consensual, Developmental, Hierarchical, and Rational Culture. "Although the CVA proposes these four different cultures, they are suggested as archetypes, and organizations are expected to reflect all four cultures to some extent" (San Park & Kim, 2009, p. 22).
7.	Organizational Culture Inventory	Cooke and Lafferty, 1987	Dimensional	The OC is measured from the angle of the employees' perceptions about shared norms and expectations, which influence group thinking and behavior. Evaluating the (twelve) resulted thinking styles, there can be observed three kinds of OCs: (1) People/Security, Satisfaction and Task/Security Culture (Cooke & Lafferty, 1987; Murphy et al., 2013).
8.	Organizational Culture Survey	Glaser et al., 1987	Dimensional	Addresses an inductive approach with focus on teamwork and conflict, climate and morale, information flows, involvement, supervision and meetings (Glaser et al., 1987).

9.	The Sonnenfeld model	Sonnenfeld et al., 1988	Typological	<p>“The Sonnenfeld model has two positioning axes: characteristics of the business environment (which varies between stable and unstable) which can affect company’s strategies, and the dominant manner of action or expected contribution from the members of the organization (collective or individual)” (Zait, 2016). Thus, four types of OC are being revealed: The academy type, The club type, The baseball type, and The Fortress type (Sonnenfeld et al., 1988).</p>
10.	Hofstede’s Organizational Culture Questionnaire	Hofstede et al., 1990	Dimensional	<p>Focuses on 3 concepts: the security need, the work importance and the authority need. In relation to these concepts, following factors can be defined: process vs. outcome, employee vs. task, parochial vs. professional, open vs. closed system, loose vs. tight control, normative vs. pragmatic (G. Hofstede et al., 1990; G. J. Hofstede & Minkov, 1991; Wallace et al., 1999).</p>
11.	Survey of Organizational Culture	Tucker et al., 1990	Dimensional	<p>Describes OC in terms of following dimensions: orientation to customers, orientation to employees, congruence amongst stakeholders, impact of the organization’s mission, managerial depth/maturity, decision making/ autonomy, communication/ openness, human scale, incentive/ motivation, cooperation versus competition, organizational congruence, performance under pressure (Scott et al., 2003; Tucker et al., 1990).</p>
12.	Competing Values Framework (Originating in Jung’s (1923) model of psychological archetypes)	Cameron & Freeman, 1991	Typological	<p>The four perspectives of analysis OC are: (1) staff climate, (2) leadership style, (3) bonding systems and (4) prioritization of goals. When applied, the framework returns four different culture types: (1) Clan, (2) Adhocracy, (3) Hierarchy and (4) Market. Each organization between at least two of these types (Cameron et al., 1991).</p>
13.	Cultures in organizations: Three perspectives	Martin, 1992	Dimensional	<p>The perspectives of Martin’s (1992) theoretical approach on OC are based on three dimensions: integration, differentiation and fragmentation. “This three perspectives have helped classify culture studies in an area that defies easy conceptualization” (Smerek, 2010).</p>
14.	Hospital Culture Questionnaire	Sieveking et al., 1993	Dimensional	<p>This questionnaire model measures the employees’ perception about OC from eight different angles/dimensions: supervision, employer attitudes, role significance, (hospital) image, competitiveness, staff benefits, cohesiveness, and workload (Sieveking et al., 1993).</p>
15.	MacKenzie’s Culture Questionnaire	MacKenzie, 1995	Dimensional	<p>Focus on (1) employees (in terms of commitment, attitudes to and belief about innovation, attitudes to change) and (2) management staff (encompassing style of conflict resolution, management style, confidence in leadership) and (3) organization as a whole (i.e., action orientation, human resource orientation, consumer orientation, organizational direction) (Mackenzie, 1995; Scott et al., 2009).</p>
16.	The changing cultures of universities	McNay, 1995	Typological	<p>McNay (1995) integrates the four types of OC in a plane Cartesian coordinate system with the axes: "Policy definition" and "Control of implementation".</p>

				The scholar differentiates between: (1) Enterprising, (2) Corporate, (3) Collegiate and (4) Bureaucratic.
17.	Theoretical Model of Culture Traits: "Denison Organizational Culture Survey"	Denison & Mishra, 1995	Dimensional	The authors develop a framework designed to acknowledge two viewpoints: internal integration and external adaptation. Thus, they understand organizational effectiveness focusing on following four dimensions: (1) Mission, (2) Consistency, (3) Adaptability and (4) Involvement (Denison, 1990; Denison & Mishra, 1995).
18.	Corporate Culture Questionnaire	Walker et al., 1996	Dimensional	The scholars identify four dimensions: (1) Performance, (2) HR, (3) Decision making, and (4) Relationships (Walker et al., 1996).
19.	What Holds the Modern Company Together	Goffee & Jones, 1996	Mixed	The concept is of mixed nature (Goffee & Jones, 1996), addressing the issues of sociability and solidarity within an OC, as dimensions, resulting four types of OC: (1) Communal, (2) Fragmented, (3) Networked and (4) Mercenary Culture.
20.	Core Employee Opinion Questionnaire	Buckingham & Coffman, 2000	Dimensional	Following issues are addressed: overall satisfaction, perceived expectations, access to needed resources, skills usage, recognition and praise, relationship with supervisors, self-development support and opportunities for career progression, perceptions of worth, overlap with the organizational mission, employees commitment, friendships (Buckingham & Coffman, 2014; Scott et al., 2009).
21.	Quality Improvement Implementation Survey	Shortell et al., 2000	Mixed	There can be identified four types of OC: (1) Group, (2) Developmental, (3) Hierarchy and (4) Rational, based on organization's character, manager's style, cohesion, prioritization of tasks and reward system, which represent the dimensions of the OC (see, Shortell et al., 2000)
22.	Practice Culture Questionnaire	Stevenson, 2000	Dimensional	The assessment of attitudes to and engagement with quality assurance and change barriers (Stevenson, 2000).
23.	O'Reilly's et al. 1991 "Organizational Culture Profile"	Robbins & Judge, 2008	Mixed	The scholars (S. Robbins & Judge, 2009; S. P. Robbins, 1996) adopt O'Reilly's et al. (O'Reilly III et al., 1991) dimensions of OC: innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability, and overlap them with two additional OC types: Strong vs. Weak cultures.

The OC views are catalyzed, either from a typological comprehension in which the assessment results in one of more types of organizational culture or they propose a dimensional approach, which describes a culture overlapping with a given number of continuous variables (Scott et al. 2003: 938).

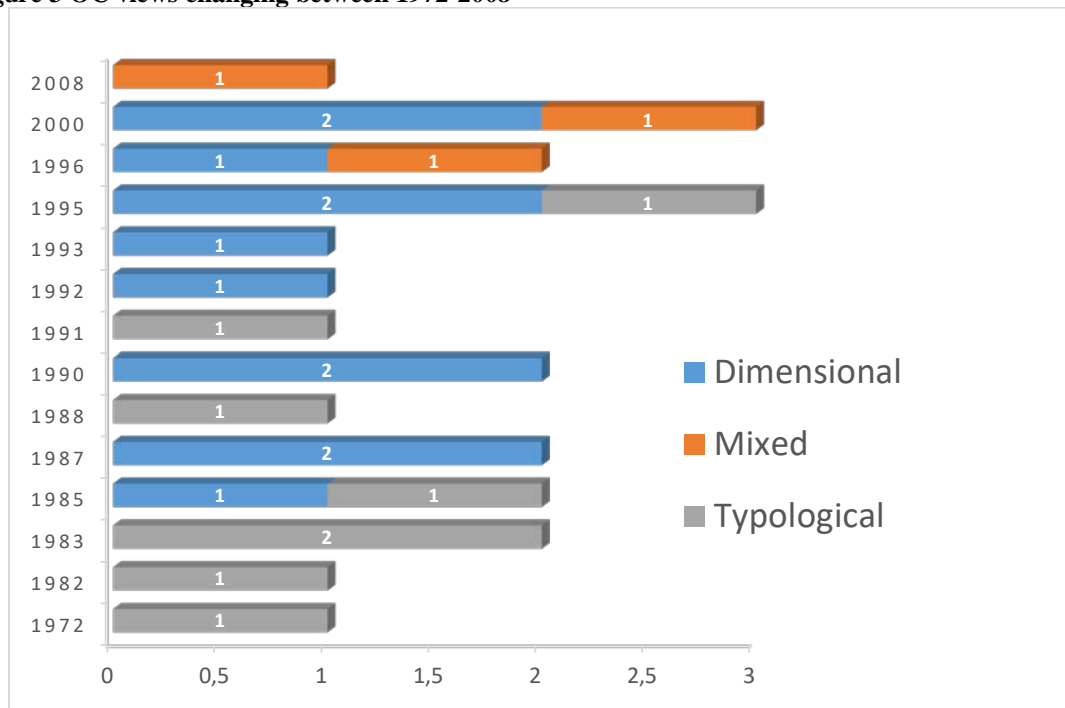
Table 2 Unique attempts to conceptualize OC

Publication Year	OC Views			Grand Total
	Dimensional	Mixed	Typological	
1972			1	1
1983			3	2

1985	1		1	2
1987	2			2
1988			1	1
1990	2			2
1991			1	1
1992	1			1
1993	1			1
1995	2		1	3
1996	1	1		2
2000	2	1		3
2008		1		1
Grand Total	12	3	8	23

As a general rule, we underline an interesting fact (see, Table 2 and Figure 3): OC studies move in a gradual manner: from a paradigm based on types, through a one ruled by dimensions, until "recent" years, where a mixed approach is taking the floor of the scientific discourse.

Figure 3 OC views changing between 1972-2008



Conclusions

Our semantic text analysis contributes to unlocking the meaning of knowledge relevant to understanding OC. Understanding the context in which concepts are relevant can address more interesting research questions and explore hypotheses that have previously been unexplored. These findings which build on the recently proposed semantic theory (see, Simons & Smits, 2020; Verbeke et al., 1998) shed light on how extensively behavior is embedded within OC, in organizations in which hierarchies seem to be experiencing a renaissance. There is a tendency in the OC literature to switch from paradigm based on types and dimensions to a mixed approach. Much of the research on OC has focused on descriptors of culture (Balthazard et al., 2006, p. 711), while the plethora of its definitions still oscillate in terms of the very visible to the very tacit and invisible (see, J. Byrne et al., 2019; Whelan, 2016). Thus, the most frequent approach on OC understands it through dimensions or typologies of culture.

In addition to the practical benefits of the results obtained, this research aims to help managers better comprehend the structure of the OC definitions, furthermore, improving managers' communication skills and practices. It is unlikely that any single instrument will ever provide a valid, reliable, and trustworthy assessment of an organization's culture, and so a multimethod approach will always be desirable (Scott et al. 2003). However, it remains to be researched the meaning of culture-specific terms used in OC definitions, and therefore exploring the connection between culture-specific expressions and intercultural communication within organizations.

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