

# Fighting corruption

- Organizational Culture and Ethical Behaviour.
- Dr. Wamugunda Wakimani D.

# What is culture?

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- An integrated system of behavior patterns, which are characteristic of a society, or a group, but which are not as a result of biological inheritance.
  - The basis upon which a society or a group interprets its experience of the world and orders their relationships into a coherent way of life.
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# Culture is not inborn

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- Basic concept – ENCUTURATION
    - Interaction
    - Observation
    - imitation
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# Organizational Culture

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- The psychology, attitudes, experiences, beliefs and values that determine how an organization is managed
  - The specific collection of values and norms that are shared by people and groups within an organization and that control the way they interact with each other and with others ....
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# Organizational Culture (cont)

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- The set of understandings, values, beliefs, assumptions, attitudes or meanings shared by a group of people to produce behavioural norms in an organization
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# Forming an Organizational Culture

- Founders or top level managers should share a common vision?
- New comers to the organization pick up the attitudes and practices already established

# Factors affecting Organizational Culture

- What leaders pay attention to
- Leaders' reaction to critical incidents and crisis
- Deliberate role modeling by leaders
- Criteria for allocation of rewards and status
- Criteria for recruitment, selection, promotion and discipline

# Organizational Culture and performance

- Influences employees' behavior through enforcing already existing patterns
- Influences the employees' behavior through the standards set
- Influences the organizational strategies, inter-group conflicts, communication and socialization
- Determines how problems are solved



# Characteristics of Healthy Organizational Culture

- Acceptance and appreciation of diversity
- Regard for and fair treatment of each employee as well as respect for each employee's contribution to the organization
- Employee pride and enthusiasm for the organization and the work performed
- Strong communication with all employees regarding policies and company issues

# Characteristics (cont)

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- Strong company leaders with a strong sense of direction and purpose
  - Investment in learning, training and employee knowledge
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# Organizational Culture types

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- **A power culture** – Based on the dominance of one or a small number of individuals in the organization.
  - **A role Culture** – usually in hierarchical organizations – clear roles for individuals – people work close to their job descriptions and not creativity
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# Culture types (cont)

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- **Task culture** – when teams are formed to complete particular tasks. Team culture evolves and there is possibility for creativity if they are empowered.
  - **A person Culture** – Very individualistic. Usually for fellows who are working on their own out there
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# Improving Organizational Culture

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- Assess the current culture
  - Make changes (involve and win the commitment of all)
  - Involve all employees in the culture Change
  - Be Visible role models
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# Improving (cont)

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- Communicate Ethical expectations
  - Provide ethical training
  - Visibly reward ethical acts and punish unethical ones
  - Provide protective mechanisms
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# We are all leaders and creators of Culture

- What my organization becomes depends on me
- My little space is critical to the larger culture of my organization
- I am critical to the process !!

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■ THANK YOU

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