



Identity & Values: What Is Organizational Culture?

Every corporation, government department, military branch, school, social club, and group has its own culture. Organizational culture sets the tone for how groups get things done. Culture influences all aspects of an organization but may be most visible in its

- Shared purpose, norms, and values
- History and traditions
- Expectations of “right and wrong” behavior
- Accepted ways of solving problem
- Best practices and standard procedures
- Hierarchy and management style
- Measures of achievement and success
- Group subcultures

Culture is critical to an organization’s success. A negative culture burdens its members and makes it hard to achieve shared goals. A positive culture helps organizations and their members thrive.

A Positive Organizational Culture Is Essential for Employees To Flourish in the Global Workforce



67% of workers believe organizational culture is more important than strategy or operations.¹



75% of Millennials and Gen Z workers think organizational culture is more important than salary for job satisfaction.²



70% of job seekers want to work for a company aligned with their own personal values.²



69% of executives think their companies underinvest in promoting effective culture.³

Too many employees feel disconnected from their organization’s stated purpose and values.⁴



41% strongly agree that they know what their organization stands for and what sets it apart from competitors.



23% strongly agree that they can apply their organization’s values to their work every day.



40% strongly agree that the mission or purpose of their organization makes them feel their job is important.



27% strongly agree that they believe in their organization’s values.



What Employees Value in Organizational Culture^{5,6}

- Respect from leaders and colleagues
- Job security
- Employee assistance programs
- Flexible work
- Work/family balance
- Competitive benefits and perks
- Constructive supervision that attends to employees' needs
- Leaders who
 - Support their team members
 - Make ethical decisions
 - Build a positive work environment
 - Exemplify the organization's core values

Positive Work Incentives Can Promote Healthy Organizational Culture, Build Trust, and Create Employee Engagement^{6,7}

- Advancement opportunities based on skills and abilities.
- Transparency and fairness in promotions, rewards, and recognition.
- Discretionary awards based on performance.
- Alignment of promotions, rewards, and recognition across the organization.
- Consistent management support in times of success and adversity.
- Connections between team members to promote civility and shared responsibility.
- Demonstrated concern for employee well-being, individually and collectively.



¹ *Organisational culture: It's time to take action.* (2021). PwC. <https://www.pwc.com/gx/en/issues/upskilling/global-culture-survey-2021.html>

² Glassdoor. (2019). Mission and Culture Survey. <https://about-content.glassdoor.com//app/uploads/sites/2/2019/07/Mission-Culture-Survey-Supplement.pdf>

³ Graham, J. R., Grennan, J., Harvey, C. R., & Rajgopal, S. (2022). *Corporate culture: Evidence from the field.* 27th Annual Conference on Financial Economics and Accounting Paper, Columbia Business School Research Paper No. 16-49, Duke I&E Research Paper No. 2016-33. <http://dx.doi.org/10.2139/ssrn.2805602>

⁴ Gallup. (2022). A Guide to Organizational Culture. <https://www.gallup.com/workplace/327371/how-to-build-better-company-culture.aspx#ite-327446>

⁵ Sull, D., & Sull, C. (2021, September 16). 10 things your corporate culture needs to get right. *MIT Sloan Management Review*. <https://sloanreview.mit.edu/article/10-things-your-corporate-culture-needs-to-get-right/>

⁶ Moore, A. P., Perl, S. J., Cowley, J., Collins, M. L., Cassidy, T. M., Van Houdnos, N., ... & Monaco, E. A. (2016). *The critical role of positive incentives for reducing insider threats* (No. CMU/SEI-2016-TR-014). Software Engineering Institute, Carnegie Mellon University. <https://resources.sei.cmu.edu/library/asset-view.cfm?assetid=484917>

⁷ Doubleday, J. (2021, September 6.) *Insider threat initiative highlights "workplace culture" on program's 10-year anniversary.* Federal News Network. <https://federalnewsnetwork.com/workforce/2021/09/insider-threat-initiative-highlights-workplace-culture-on-programs-10-year-anniversary/>

