



ICCEN 2013: December 13-14, Stockholm, Sweden

Organizational Culture Approach and Effects on Turkish Construction Sector

Gulcag Albayrak^{a,*} and Ugur Albayrak^a

^a*Department of Civil Engineering, Eskisehir Osmangazi University, Eskisehir, 26480, Turkey*

Abstract

Organization's characteristic formed within the framework of the society, environment, law and norms is defined organization culture. The notion of culture may seem too far from construction works, but recently, it is often discussed and analyzed. The wholeness and acting together are observed in the firms whose organizational culture has already advanced is the main reason to attach importance to this issue. Thus, the performance of companies is increased by common goals and working harmoniously. Some attitudes as avoidance of risk, competition and entrepreneurship are frequently encountered in Turkey's construction industry. Because of the organizational culture has not been fully understood yet. In this study, "the organizational culture of the construction industry" which thought to be significant in order to make a sustainable contribution to the national economy is discussed. It also believed that organizational culture will boost the value of Turkey's construction sector in national and international context.

© 2014 Gulcag Albayrak. Published by Elsevier B.V.

Selection and peer review under responsibility of Asia-Pacific Chemical, Biological & Environmental Engineering Society

Keywords: Turkish construction sector, Organizational culture, Types of culture, Competing values.

1. Organizational culture and types

In management literature, engaging two or more people in looking together in a structured way to achieve a specific goal or set of goals is defined as an organization [1]. Organizations as culture-producing structures have reached complex levels besides having great importance [2]. Therefore, organizations should always be considered as the social and cultural systems and examined the interaction with the environment.

*Corresponding Author Tel.: +90-222-2393750.

E-mail address: galbayrak@ogu.edu.tr

Organizational culture concept occurs at this point. In general, organization's characteristic formed within the framework of the society, environment, law and norms is defined organizational culture.

Organizational culture has holistic properties. It means that, each unit of the organization is part of the same whole and each unit has features to influence and change the others. Therefore, the smallest unit is even essential, important and valuable.

The common aim is the most important factor that holds organizations together. Every organization has a goal definitely. To achieve their goals, every organization has sources and activities.

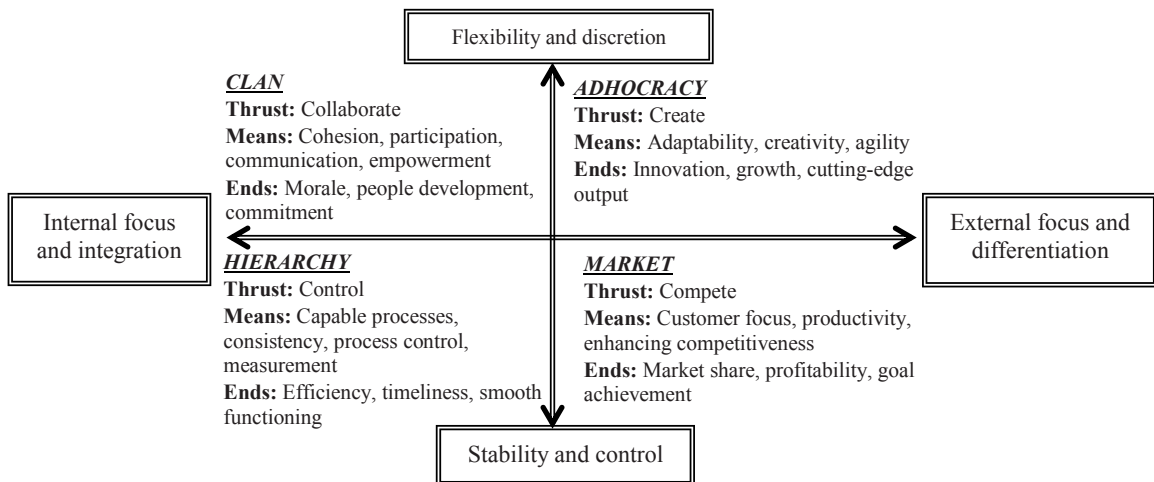
Therefore, it is obvious that, they all have organizational culture. Differences between the organizational cultures are due to the differences of these factors. There are also similarities between the organizational cultures. The reason for this is that, they are subcultures of the same community.

The identification created by organizational culture can be much more effective on employees than written rules. Because of organizational culture provides understanding and adoption the objectives of the organization. Organizational culture has already evolved in some communities. So they tend to move together. Also they give attention to integrity rather than individuality. This approach provides great support to new staff especially. So their adaptation processes could be shorter.

An organization's products, production processes, services, technologies and the other visible properties can be imitated. However, it is very difficult to emulate the culture of this organization. Hence, in recent years, administrators, academics, management consultants have emphasized the importance of organizational culture providing a competitive advantage [3]. Therefore, the importance given to the culture of the organization has increased exponentially in many countries. Recently, organizations have realized that organizational culture is an important instrument for sustainable performance. Then they have noticed that they should change and manage their organizational structure.

Kim Cameron and Robert Quinn's "Competing Values" is one of the most regarded models among the types of organizational culture. According to this model, there are 4 types of culture. These are hierarchy culture, clan culture, market culture and adhocracy culture [4].

Table 1. Types of organizations according to "Computing Values" [5]



To explain these concepts respectively in more detail, the most significant feature of the hierarchy culture is emphasis on orders and rules in organization. In this structure, duty and authority of everyone is defined. Leaders play the role of the observer, editor and coordinator. The continuity in the company is provided

متن کامل مقاله

دریافت فوری ←

ISIArticles

مرجع مقالات تخصصی ایران

- ✓ امکان دانلود نسخه تمام متن مقالات انگلیسی
- ✓ امکان دانلود نسخه ترجمه شده مقالات
- ✓ پذیرش سفارش ترجمه تخصصی
- ✓ امکان جستجو در آرشیو جامعی از صدها موضوع و هزاران مقاله
- ✓ امکان دانلود رایگان ۲ صفحه اول هر مقاله
- ✓ امکان پرداخت اینترنتی با کلیه کارت های عضو شتاب
- ✓ دانلود فوری مقاله پس از پرداخت آنلاین
- ✓ پشتیبانی کامل خرید با بهره مندی از سیستم هوشمند رهگیری سفارشات