

## WEEK 9- ENTERING, WORKING IN AND LEAVING ORGANISATIONS:

Understanding an organisation's culture is important for the organisation and the individual.

"We do our firing when we do our hiring" thus, it is so important to get the right people in the organisation, and the best time to decide if they are right is while hiring them. Firing people is costly and it takes a lot of time, generally people are not very happy at the end of it.

-At the hiring stage crucial decisions can be made about who is entering the organisation, because huge decisions are usually made within a blink of an eye.

-The organization parades its best costume, carefully tailored to influence the newcomer. The business of self-presentation has begun, exposing the surface symbols of the organization's culture.

### 1. FIRST IMPRESSIONS MATTER: What we see is more important than anything else.

E.g. tidy hairstyle, warm smile, feel of confidence, formal dress, firm handshake, correct body posture. All these things signal to the employer what the individual will be like as an employee, do I trust this person?

NOTES: -It is always better to be more formal than the employer.

-Kiwi's generally understate themselves and lack the confidence/communication skills people possess internationally. MUST be better at what matters → communication skills etc...

-Presenting yourself is part of the message of who you are, and that is what organisations are looking for, the way we present ourselves to others, through a rich array of social protocols - language, dress, gestures, rhetoric - constitutes an essential part of social reality

2. WHO IS MARKETING YOU: Pre-first impression management, (e.g. social media profiles). This is a link between social lives and employment opportunities as many employers look through social profiles before meeting the candidates.

-Even before you have an impression management moment in the organisation, what can they find out about you in social media?

-LinkedIn is becoming an online interactive resume bank for the world, in North American and European markets it is becoming a primary source of job selection.

### 3. "COME JOIN OUR FAMILY"

Once you join an organisation you become part of their culture, their values are important.

**SELECTION:** Many large companies subject candidates for managerial and professional jobs to a sequence of interviews, psychological tests, group discussions and exercises. Assessors will record their observations and candidates will be judged against a set of previously agreed criteria of competence. Many studies reveal that devices such as selection interviews and personality tests have variable reliability and predictability. Judging people's competence in areas such as leadership, interpersonal relationships, working under pressure and so forth is notoriously difficult, not least because, as suggested earlier, a candidate's performance in a selection procedure can reveal as much, if not more, about that procedure as the candidate's actual work behaviour. How an organisation carries out its selection process acts as a clue to how the organization appears to care for its staff and how professional it is in some of its judgements and procedures.

Politics focuses attention on the personal interests and idiosyncrasies of the selectors and their power to make their own particular judgements prevail. They also demonstrate that we often need to turn our attention to informal mechanisms in the organization for a more complete understanding of what is happening. Prejudices and dubious practices meld in the informal practices that underpin some selection decisions as interviewers will have psychologically decided on a favoured candidate linking to how compatible they are with the interviewer's specific emotional beliefs.

A strong organizational culture, where everyone shares a common vision and purpose (often influenced by a charismatic chief executive), can be a recipe for corporate success. Strong cultures have been found to work well in stable social and economic times, but when they need to respond to rapid economic or social changes, to transform themselves to survive, they are often slow and ponderous.

**SUB-CULTURES:** Sub-culture is an important concept in that it describes the special understandings, bondings, shared backgrounds and beliefs of particular groups within an organization. They are sub-cultures because they exist beneath the wider organizational culture. While the overall culture of an organization may be shared by everyone, significant sub-cultures will bind, say, just all women within the organization, all the older staff, all the black employees or all the smokers who meet outside the building for a cigarette break. These people may feel that, irrespective of rank or department, they are emotionally bonded through their particular common experience, background or heritage. Different departments may develop their own sub-cultures and end up seeing other departments as 'them'. These sub-cultures sometimes challenge the values of management (e.g. unions)

- In these instances, we can talk of the emergence of 'counter cultures', which define themselves through their opposition to the dominant value system - or at least to the values of those who dominate. Newcomers are exposed to such cultural nuances, sometimes in surprising ways.

1. One of the major functions of culture is bringing new members into it. Our initial experiences set some of the psychological and physical boundaries to the place that we call work we cautiously experiment with what we say or do. What is the reaction? Is it acceptable?

2. Culture also tells us what is "right" and "wrong"

3. And, what is 'normal' or abnormal (deviant). E.g. coffee cups in the sink

Formal culture is what is SAID to be the values; however the informal culture is what is done regardless of these rules, e.g. staff ignoring signs thus displaying the belief that ignoring signs is ok.

4. Cultural norms can be a form of an organisational control

5. Or, they can also become "sacred cows" e.g. Marissa Mayer: "I want to quit telecommunicating practice at "Yahoo!" and I want people to come into work". Policy to some extent made sense as the company needed attention and focus {strategically in trouble}.

But when she tried to change this, employees fought back as they felt so strongly about the existing policy.

-Sacred cows (rules that CANNOT be broken) exist in all organisations, and people should be mindful what they may be.

Generally, large companies do not leave their values to chance. Large companies like: McDonalds and Starbucks will have strong and much standardised induction programs so that often new employees can understand the rules and perform them consistently. These companies generally have a clear agenda bringing new employees into the organisation. Learning to be professional at a low level job can help out employees later in their working life.

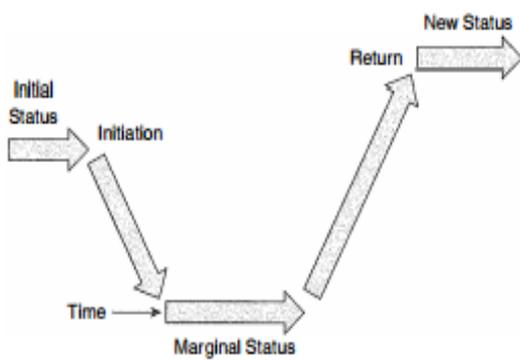
**4. MORE THAN JUST A JOB:** Individuals buy into the identity of the company, becomes who WE ARE. E.g. Dressing in corporate uniform, "Us and Them" culture (Coca Cola vs. Pepsi), Loyalty and commitment to the organisation which allows employees to work in the company's way instead of a normal way. An example of this is the Southwest Airlines case where pilots would help move baggage and sell tickets, ticket sales people would help with plane maintenance etc...

## MORE THAN JUST EMPLOYEES

"BOSSES, as it turns out, really do matter — perhaps far more than even they realize.

- In telephone call centres, for example, where hourly workers handle a steady stream of calls under demanding conditions, the communication skills and personal warmth of an employee's supervisor are often crucial in determining the employee's tenure and performance. In fact, recent research shows that the quality of the supervisor may be more important than the experience and individual attributes of the workers themselves."

People's behaviour is affected by the boss/management they have. Generally workers join for the work, but leave due to the first line supervisor. Thus it is important to keep people in their jobs and motivated



These events are rites of passage, ways by which established organizational members initiate and socialize new people into the actual working customs of the organization.

**rites of passage** appear in all communities, they are key processes or events that affirm or deny a worker full status amongst their colleagues. Rites of passage are part of the unwritten socialization procedures of organizational life; they are not to be found neatly listed in a job description. After passing certain tasks and achievements employees soon speak the corporate language and perform according to the rules: socialization is complete.

**5. LEAVING THE ORGANISATION:** One of the elements of Human Resources, most of the time managers aim to reduce the amount of employees in their firm. Sometimes circumstances are bases for employees to decide to quit the organisation.

-In small organisations, having the wrong person can be very troubling to a company, when they leave both parties feel better. "Million dollar party" feels good to move on.

-TURNOVER/CHURN: having no turnover can be worrying; an organisation does want some new fresh ideas and talents.

-Recently, exiting organizations and employment has become complicated by an additional factor: the longer active lifespan of many workers and a trend away from a mandatory retirement age. Changing demographic patterns have challenged traditional notions of retirement.

**6. WHY LEAVE A GREAT JOB?:** -Immediate supervisor/manager, personal circumstances, pay increase, new opportunities (combination of new opportunities), advancement.

. It may occur smoothly and comfortably at the statutory end of a working lifetime. Traditionally, this has been celebrated in eulogies and the presentation of gifts, often for long, loyal service. But this picture is becoming rarer. Fewer organizations nowadays have permanent employees, signed up for a lifetime career. There is a flow of short and medium-term appointments, a coming and going. Entering and leaving can often be a fairly anonymous affair.

-Retrenchment and downsizing sharpen the picture. Layoffs and redundancies are commonplace in our times of boom and bust. They mark a pragmatic approach by companies: when times are tough, people will lose their jobs; they are costly 'extras'. They may also be victims of a management fashion to create a 'leaner', 'fitter', or 're-engineered' organization. But redundancy, for whatever reason, is typically a harsh way of separating a person from an organization and can leave psychological - as well as organizational - scars. Like most separations or drastic changes, it quickly exposes the raw elements of the relationship between the individual and the organization.

**CAREER THEORY:** Workers can gradually ascend the hierarchical ladder as they acquire more qualifications and experience; and their personal identity is much determined by their work role, their position and their organization.

**DRAMATURGY AND IMPRESSION MANAGEMENT:** - Dramaturgy, as the label suggests, takes the theatre as analogy for social life and the importance of pulling off a good performance - as befits formal interviews for jobs and other social encounters where we are being evaluated or judged. For dramaturgists, appearances are everything and rehearsals are vital: we are managing the impressions we give off to others and adjusting them to particular contexts. These can sometimes be subtle processes as we adjust to the feedback we receive from others.

**SOCIALISATION AND RITES OF PASSAGE:** Socialization theory aims to explain how we become part of a social unit, gradually adopting some of its ways: norms, values and beliefs. . Some individuals may accept socialization and conform, while others will rebel or even adapt the organizational norms to their own needs. In other words, it can often involve conflict and struggles. Rites of passage are often intrinsic to organizational socialization, defining the passage from one status to another.