

Socio-Cultural Values and Organizational Culture

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Abstract

This exploratory study examines if certain dimensions of the socio-cultural values could explain certain types of organizational culture. The proposition merits investigation because it has important implications for local as well as international and global companies. The study first investigates employees' perceptions of the existing and preferred cultural orientations in four Jordanian organizations, and then it compares the results with other studies conducted in other cultures (American and South African). In Jordan data were collected by means of Harrison & Stokes survey for diagnosing organizational culture, the same instrument used in the USA and in South Africa. The study concludes by suggesting that in certain countries the national culture's effects may appear in a particular dominant organizational culture, that is desired by the management, but not actually preferred by employees. This implies that it is more beneficial for international and transnational corporations to develop 'strong' cultures rather than to encourage local units to adapt to their national cultures.

Keywords: National Culture, Organizational Culture, Jordan, Arab Culture

Power Distance, Uncertainty Avoidance, Achievement, Individualism

'Human behavior is dominated by culture in the sense that the greater part, perhaps all, of the variation between societies is based on differences in cultural experience.'
(Wilson, 1977: xiv)