Managerial Choices that Shape Organizational Culture: An Empirical Study

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ABSTRACT

This paper seeks to demonstrate that the operating cultures of organizations are related to and shaped by certain dimensions of human resource management structures, systems, and technologies, specifically the distribution of power and influence, (structure), fairness of performance appraisal, (systems), and job design characteristics, (technology). A survey was conducted of 2662 individuals in 311 organizations. The results supported the proposition that high-commitment human resource practices reinforce constructive cultures while cost-oriented human resource practices are associated with defensive cultures. The study has implications for HR staffing, performance management, job design management, as well as organizational culture management.

Keywords: Organizational culture, Human resource management practices, Performance appraisal systems, Distribution of influence, Job design technology