

perspective which views organisation culture in terms of diverse interest groups within their own objectives.⁹ *Parker* also suggests that rather than a strong single culture, organisations possess multiple sub-cultures that may overlap or contradict each other. An organisation's culture may also be perceived differently in terms of either the formal or informal structure (see Chapter 2).¹⁰



In what type of organisation culture are YOU more likely to be happy and satisfied at work, and is most consistent with your personality and attributes?

Levels of culture

Schein suggests a view of organisational culture based on distinguishing three levels of culture, from the shallowest to the deepest: artefacts and creations; values; and basic assumptions.¹¹

- **Level 1: Artefacts.** The most visible level of the culture is artefacts and creations – the constructed physical and social environment. This includes physical space and layout, the technological output, written and spoken language and the overt behaviour of group members.
- **Level 2: Espoused beliefs and values.** Cultural learning reflects someone's original values. Solutions about how to deal with a new task, issue or problem are based on convictions of reality. If the solution works, the value can transform into a belief. Values and beliefs become part of the conceptual process by which group members justify actions and behaviour.
- **Level 3: Basic underlying assumptions.** When a solution to a problem works repeatedly it comes to be taken for granted. Basic assumptions are unconsciously held learned responses. They are implicit assumptions that actually guide behaviour and determine how group members perceive, think and feel about things.



Culture – how things are done around here