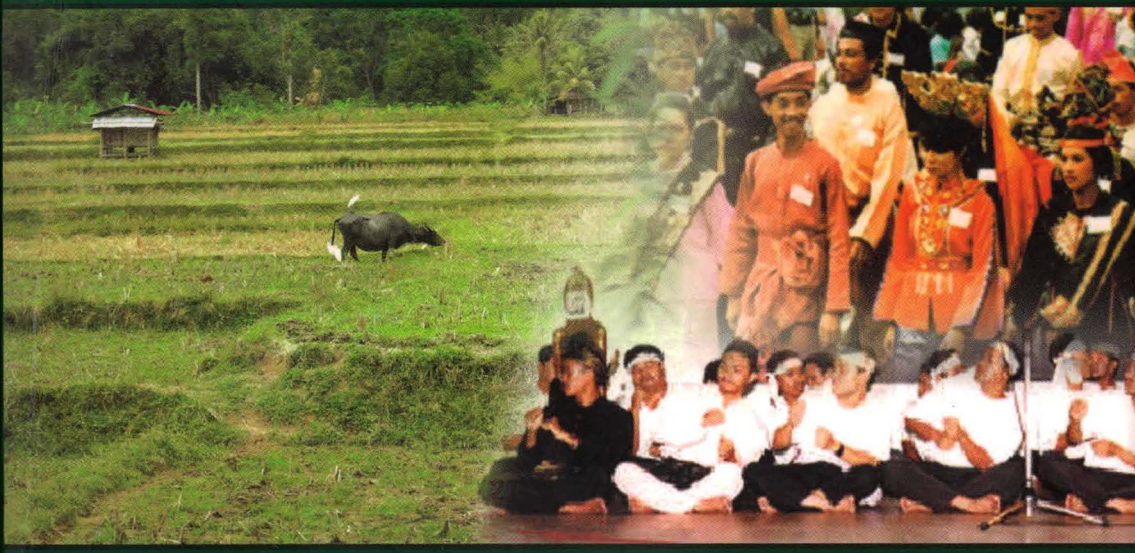
Malaysia and Islam in the Global Context: Psychological, Social and Cultural Perspectives



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Chapter 4

Organizational Culture and Management

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Abstract

The objective of this chapter is to discuss issues related to organizational culture and management. It will discuss the scenario of organizations, address the type and nature of work group or organization in Malaysia, and describe the nature of organizational culture in Malaysia. Specifically this chapter discusses the features of organizational culture in Malaysia which is very much shaped by a number of factors which include cultural dimensions, collectivism/individualism, and power distance; Islam, change of the structure of population, increase in migration, diversified labour force, psychological issues, economic issues, management systems, technological issues, and others which are discussed in this chapter.

Introduction

For one, everything that exists has characteristics including individuals who have unique and relatively stable actions, feelings and thoughts. These characteristics are important element of a construct, personality. If a number of individuals, who come to form a group and share the same set of actions, feelings, and thoughts then it will lead a formation of culture. Culture, thus, is defined as "a set of attitudes, behaviours, and symbols shared by a large group of people and usually communicated from one generation to the next" (Shiraev and Levy, 2001, p5). Given that culture describes the characteristics of a group of individuals who share common behaviours and thoughts, and aim to attain group goals, one can also relate culture to the characteristics of groups that exits at workplace or organization, conceptualized succinctly as organizational culture. The objectives of this paper are to discuss issues related to organizational culture and management, identify the scenario of organizations, address the type and nature of work group/ organization in Malaysia, and describe the nature of organizational culture in Malaysia. Specifically this chapter discusses the way different variables shape organizational culture and management.