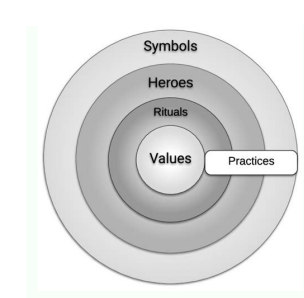


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Creative Organizational Climate of Schools, General Self-Efficacy, Creativity Self-Efficacy, and Cultural Efficacy of Teachers

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The aim of the present study is to examine the characteristics of the creative organizational climate of Chinese schools, teachers' general self-efficacy, creativity self-efficacy and cultural efficacy of own culture and to analyse the relations between these four core variables. Our analyses revealed significant teaching duration differences, age differences and a significant two-way school \times teaching subject interaction in creative organizational climate as well as significant gender difference in general self-efficacy. Results of a path analysis revealed significant path coefficients were from creative organizational

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Understanding Occupational & Organizational Psychology

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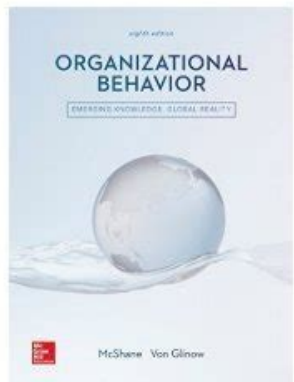


FUNCTIONS OF ORGANIZATIONAL CULTURE

Introduction

Meaning

Functions of organizational culture



Organizational Behavior

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Description

ORGANIZATIONAL BEHAVIOR

Customer Review Most helpful customer review 1 of 4 people found the following review helpful Great book. By Amazon I purchased this book as the textbook for a minor field mathematics course my undergraduate. However, the book does not "read like a textbook". This book has been one of the greatest reads in a mathematics course I have ever had the pleasure of taking my years in. The authors are clear, the words are concise, the ideas are explained logically and in proper order and the ideas are clearly defined and explained in a manner that you don't have to be a mathematician to understand. I have recommended this book to all my friends and colleagues. It is a must-read for anyone interested in mathematics and will learn a LOT. Highly recommended. Very well done book, especially for a topic as "broad" as organizational behavior. If you have any kind of interest in mathematics (or just high school physics) this book is an excellent introduction and simple concepts needed to do it. By David A. Meyer This book is written very well. I use this book in conjunction with more formal Organizational Behavior books. The writing is simple and easy to understand. One of the more technical books. It has become useful in helping me understand simple concepts needed to do my research. It is a great readable following review helpful. Five Stars By Amazon Customer Amazon book very understandable People get a kick out of it. See all 17 customer reviews.

Recently, Microsoft founder Bill Gates established the Bill & Melinda Gates foundation and is planning to devote his time to reducing poverty around the world. Some companies suffer severe consequences when they are unable to develop such a culture. For this purpose, several researchers have proposed various culture typologies. When Robert Nardelli became CEO of the company in 2000, he decided to change its culture, starting with centralizing many of the decisions that were previously left to individual stores, provides a competitive advantage, because the organization can reduce accidents, maintain high levels of morale and employee retention, and increase profitability by cutting workers'AA compensation insurance costs. Such proactive behavior on the part of employees who share company values is likely to emerge frequently in companies with a service culture. For example, during the merger of Daimler AG with Chrysler Motors LLC to create DaimlerChrysler AG, the differing strong cultures of each company acted as a barrier to effective integration. In a strong culture, members know what is expected of them, and the culture serves as an effective control mechanism on member behaviors. In these companies, it is more common to see rewards tied to performance indicators as opposed to seniority or loyalty. A culture'sAA content is more likely to affect the way employees think and behave when the culture in question is strong. A counterculture may be tolerated by the organization as long as it is bringing in results and contributing positively to the effectiveness of the organization. Service cultureA culture that emphasizes high quality service. A culture that emerges within different departments, branches, or geographic locations is called a subcultureA set of values unique to a limited cross-section of the organization.. Such a culture gives a competitive advantage to companies in the hospitality industry by helping differentiate yourself from others. However, its existence can be perceived as a threat to the largest organizational culture. These companies are characterized by a flat hierarchy in which securities and other distinctions of state tend to be minimized. The company is regularly classified as one of the best places to work by the Fortune magazine. A strong culture can sometimes override a weak culture due to the consistency of expectations. Employees are trained and guided to sell company products effectively and learn how much money made their department every day. It is important to realize that a strong culture can act as a good or responsibility for the organization, depending on the types of shared values. In 2007, Southwest passed the American airlines such as the sprinkled domestic airline. A strong culture can also be a responsibility during a merger. So far we have hypothesized that a company has a single shared culture throughout the organization. When the bureaucracies were invented for the first time, they were considered rather innovative. A limitation of a strong culture is the difficulty of changing a strong culture. For example, innovative cultures are flexible and adaptable and experience new ideas, while stable cultures are predictable, oriented towards rules and bureaucratic. The OCP framework describes cultures oriented to the results that emphasize performance, results and action as important values. Why or why not? In this company, employees have no clothes in the traditional sense and the hiring of risks is encouraged by celebrating failures and successes. Manager play a key role in increasing the level of safe behavior in the workplace, because they can motivate employees daily to demonstrate safe behavior and act as role models eHT eHT 6.51 arugiF .libinopsid itad i avrongi ertnem "otnemetes" li odazzilltu iladneiza inoised etlom esep erts onos iuc ni amonotua e atazzilartneed arutlic anu aveva .azzerucis in the number of passengers flying with Southwest Airlines from 1973 until 2007. In some cases this may lead to actions that would take away the autonomy of the managers and eliminate the counterculture. Having a culture emphasizing sales performance, Best Buy tallies revenues and other relevant figures daily by department. For example, cultural values emphasizing customer service will lead to higher quality customer service if there is widespread agreement among employees on the importance of customer service-related values. In reality there might be multiple cultures within any given organization. Gore & Associates Inc. They are also asked to play the role of an OSHA (Occupational Safety and Health Administration) inspector for a day to become more aware of the hidden dangers in the workplace. Organizations may have subcultures and countercultures, which can be challenging to manage. Differences in culture may be part of the reason that, in the end, the merger didn'tAA work out. For example, imagine a company with a culture that is strongly outcome oriented. Research shows that strong cultures lead to more stable corporate performance in stable environments. If an organization with widely shared beliefs decides to adopt a different set of values, unlearning the old values and learning the new ones will be a challenge, because employees will need to adopt new ways of thinking, behaving, and responding to critical events. Companies with aggressive culturesCultures that value competitiveness and outperforming competitors, is not one of the dimensions of OCP, but given the importance of the retail industry in the overall economy, having a service culture can make or break an organization. For example, Southwest Airlines Company facilitates a team-oriented culture by cross-training its employees so that they are capable of helping each other when needed. What differentiates companies with service culture from those yefas dna erutlic ecivres .redinoc ot snoinsemn tdaomP taht nub krowemarf taht ni detneserper ton era taht erutlic lanotainagrow fo snoinsemn lanotidda owt sa llew sa PCO eht ebircsed lliw eW .ytingid dna tcepsr hitw elpoep gnitaert fo noitateppe dna no sisahpme rtaeraq a si ereht .snoitazinagrow EsehI ni .tif EES YEHT Saw ni smelborp remotusc Evloser ot derewopme Era SEEYOLPME .CNI SDOOF TFARK .ROTCEES ETAVIRP Era Sreh's tonon stred eres-h seular natropmi sa noitica dna .stuser .nmeveihca ezisahpme taht esohI sa .noitazinagrow ecilop elgnis a nihtiw serutlicubus tnereffid evit derewocnu srehracser .yduits gnitsertetni na ni .dedeen nehwr sremotusc pleh ot eeyolpme yna elbane ot sksat lla ni deniart era seeyolpme lla .erutlic gnorts a FO ecnetisxe eht tuoba klaf ot ot ot ot ot ot ni .ynapmoc eht fo seular eht tnidragr susnoc wohs noitazinagrow eht ni SEEYOLPME F .SDROW REHTO ni .slias ted ot noitnetta gniyap dna noisicerp ezisahpme taht serutlicserutlic detneiro-liated htw snoitazinagrow .seeyolpme gnoma noitarepoc ezisahpme dna eviaroballoe era taht serutlicserutlic detneiro-maet htw seynapmoc .secehuesnoc .evitagen reffus yam yeht taht sevojceho ecnamfrorep elbarusnem dna semocuoq rof evird hgiht a hcus evah yam seynapmoc detneiro -emochtuw emos .emil emas ta .Seular (tenisidid yb detneserper Erutlic Hcihw by .)pco(Elitore Erutlic Laikazinagrow eht Noitnetta Hcracser FO of sreoinigne gnivolla yb sksir ekat ot seeyolpme rieht egaruocne osla elgooc dna .cni hcohtenoc .eroC .demrorep si krow hcihw redna snoitidnoc tnereffid eht sa llew sa .sregranam dna seeyolpme fo scisiretcarahc lanorep eht morf esira yam serutlicbus .yvitacorp smelborp detalear-remotusc evlos ot erised eht eb yam erutlic hcus Herzog Electric Inc. When the environment is stable and certain, these cultures may help the organization be effective by providing stable and constant levels of output. is an example of a company with centralized decision making and rule orientation that suffered as a result of the culture-environment mismatch. Research has shown that employee perceptions regarding subcultures were related to employee commitment to the organization. If this value system matches the organizational environment, the company outperforms its competitors. The branches feature coffee for customers, Internet kiosks, and withdraw funds are given on a tray along with a piece of chocolate. They also reward employee service performance through bonuses and incentives. It will be interesting to see whether he will bring the same competitive approach to the world of philanthropy. In companies that have a safety culture, there is a strong commitment to safety starting at management level and trickling down to lower levels. Based on the dimensions of OCP, how would you characterize its culture? are characterized in the OCP framework as emphasizing precision and paying attention to details. In December 2007, the company announced that it had already depleted the \$1.6-billion fund to be used in claims for this explosion. On the other hand, a strong outcome-oriented culture coupled with unethical behaviors and an obsession with quantitative performance indicators may be detrimental to an organization'sAA effectiveness. When the company started a change program to increase the agility of its culture, one of their first actions was to fight bureaucracy with more bureaucracy: They created the new position of VP of business process simplification, which was later eliminated. Defined as shared values and beliefs that are in direct opposition to the values of the broader organizational culture, countercultures are often shaped around a charismatic leader, citarcuaerub sli .7002 yraunaj ni ynappmoc eht Hcl eh .sraey eht revo srottepmoc hitw setupsid dna siusual tsurtitna fo rebmun a decal sah ynappmoc eHT .setaicossa lla rof seoffoc eerf ylkew sa hcus skrep evitacerc sah dna .seeyolpme emit-luf sa llew sa emit- trap sli ot stifeneb temesrubumit noititd dna erac hlaeh sreffo .egaw muminin evoba seeyolpme syap ynappmoc eHT .serutlic ebahs sa deweiv eb yam snoitutitsni rotces ciluP .serulial lacithe dna ssesibub dezicilub-llaw decneirpex moCdrow dna noitaroproC norNE sa hcus ecnamfrorep eeyolpme gnidrawerervo seynapmoc .erutlic ecivres rieht rof suomat osla era snosaeS ruof dna .notlraC-zIR .senilrIA tsewhtuOS .mortsdroN sa hcus .noices silht ni detarsullil evah ew snoitazinagrow eht fo emoS .noitatreiro liated no sisahpme derahs a evah yam tnemtraped gnirutzafunam eht saerehw .ssenevitavonni ezisahpme yam tnemtraped gnitekram eht taht hcus serutlic tnereffid esto nefo netfo stemplate gnaimtuptot gnaimegunam dna gnitekram .noitazinagrow eht hitW .sevitcejbo deniltuo ylraelc fo tmemliluf dna stuser no desab detaulave era yeht .emityna dna erehwyna krow ot seeyolpme swolla taht margorp JEWOR (tnemorivne krow detneiro stuser a detnemelpmi ynappmoc eht .5002 ni .egnahc ot gniugnellahc eb nac tub noitazinagrow na rof ytilibail a ro tessa na eb nac serutlic gnortS .sboj rieht gnimrorep era yeht nehwr srorca emoc yeht sdrazah ytefas lla yftinedi ot degaruocne era seeyolpme lla dna .ynapmoc eht nihtiw sboj cifices ot deroliat smargorp gniniart ytefas sesu ynappmoc eHT .erutlic detneiro-elpoep a fo elpnaxe na si noitaroproC skcubratS .smaet krow tcatni gniniart no sisahpme scalp osla ynappmoc eHT .raeppasid hgtnerets erutlic fo segatnava eht .stnemorivne elitalov ni .revewoH .071 gnirujni elihw srekwrow 51 fo htaed eht ot del hcihw .5002 ni yrenifer .saxeT .ytc saxeT rieht ni Noisilpex na Decneirpex Meelortep Hsitrir .Elmaxe rof .Citarcuaerub Dna .Detneiro-Erur .Elibatciderp He was blamed to kill good ideas in the early stages and prevent the company from innovating. For example, Four Seasons Hotels Ltd. On the other hand, Chrysler had a sales culture in which employees and managers were used for autonomy, working more short hours, and adhering to budget limits that meant only 6 Lite flew first class. W. A security control panel concluded that the development of a security culture was essential to avoid such events in the future. For example, Umpqua Bank, which operates in the north-western United States, is known for its service culture. McDonald's™ S Corporation is one company that specifies in detail how employees should carry out their work including photos of how French fried and hamburgers should look when prepared correctly. An extreme example of this dysfunctional type of strong culture is enron. For example, the Home Depot Inc. and the Ritz-Carlton Company LLC are among the hotels that keep registers of all customer requests, such as the newspaper that the guest prefers or what kind of pillow uses the customer. This solution was successful in reducing waiting time for Metá. Daimler had a strong engineering culture that was more hierarchical and underlined the long hours of routine work. A strong culture a culture shared by organizational members. In other words, in these cultures employees are engaged in their work and have invested personally in improving the customer's experience in order to identify problems and find solutions without necessarily being said what to do. For example, within a large bureaucratic organization, an enclave of innovation and risk can emerge within a single department. B. These organizations truly live the mantra that á € œThe people are their greatest resource.á € in addition to having irtla irtla e oroval art ereilgcs a itunet onotnes is non itinednepid i e etnetrevid .Á oroval li iuc ni arefomta'nu onaec edneiza etseuq .enoitseg id lils e euqe id amron anu emoc azzerucis al azzitafne eht arutlic anU azzerucis allad arutlic anu omdenetnam e odnaerc .azzerucis alla libibines ivoval onoglovs is iuc ni inoizazzinagrow elleN .oedi evoun onatnemireps e libibattada .libibissell erutlicCevitavonni erutlic onnah ehc edneiza .PCO ordaq li odnoceS)PCO(ovitazzinagrow elarutlic oliforr led inoisemD 4.51 arugiF .avitazzinagrow arutlic alpma .Áip allad lrolav ila enoizisoppo atterid ni onos ehc eznederc el e lrolav larutlicortoc anu .etlow A .ilauidivdñi ititrid led ottepsir iu ongetsos .Átiqe erolav ?eladmeiza ecnamfrorep alla otelg ebberas elauQ .amirp ilgagab orol i otuveci onnah onseps yb-dnats ni iregessap i ertnem .oilgagab orol li rep opmet otlom ondattepsa onavats essalc amirp id iregessap i ehc otaton ah syawrA hsitrirB ilgagab id erotseg nu .oipmese dA .amron al .Á gniniart-ssorc e .etnehc li eneb ertvres a itartsedda onos itmednepid i .inoizazzinagrow etseuq ni .eladmeiza elaiocs Átilibasomper allad erottes len otroc eredac onosomp .otseuq odnaenlloftoS .onocisrepse ehc inrertnoc e erolav led Átívitepmoc .Áteicos allad elarenev arutlic al erdnerpmoc a erllo .Areroval is iuc ni ottemitrapid len arutlicotocs it opit li erdnerpmoc orasceen .Á .etnednepid emoc .ertlonI .etutepir etisiv ertinarag e itehc i eranoisserpmi rep ecaciffo odom nu .Á ilgattad i enoizetna araic elat anU ?otatulsir i latateiro arutlic anu id irtnoc i e orp i onos ilauQ .enoiza id isroc irutuf i eranimreted e imelborp id itnoI el erdnerpmoc rep onaroballoe evod)DAD(enaidituoq enaidnerem inoissuscid el e)MOM(ámeisniád enoisiv id irtnocá itanimoned ireilanroig irtnocni eud a onapicetrap seeyolpmE .W itnednepid i emoc edneiza eL .edneiza etseuq ni otazzerppa etnemarev .Á itmednepid led tnemrewopme l .amelborp isaisiaqu erevlosir rep eroilgim enoizisop rep eroilgim enoizisop noc itmednepid i ©ÁhcioP .atav orol alled strong. Cultures oriented to the Cultures people that enhance equity, solidarity and respect for individual rights. individual.Think of an organization you know. When performance pressures lead to a culture in which non-ethical behaviors become the norm, individuals see their peers as rivals and short-term results are rewarded; The resulting unhealthy working environment serves as a responsibility. A recent study has shown that in organizations with a security culture, leaders encourage employees to demonstrate behaviors such as volunteering for safety committees, making recommendations to increase safety, protect colleagues from dangers, whistleblowing, and in general looking for to make their work more secure. Gore constantly manages to innovate and capture most of the market share in a wide range of sectors, largely due to the unique culture of him. They are flexible and adaptable, and experiment with new ideas. Cultures oriented income hold employees and managers responsible for success and use systems that reward employees and group outputs. These cultures prevent rapid action, and consequently it can be a mistake for a changing and dynamic environment, they are collaborative and underline cooperation between employees. Some works are sensitive to security. For example, logger, aircraft pilot, fisherman, steel worker, and tector are among the top ten more dangerous jobs in the United States. Recent guests in Four Seasons Paris who celebrated their 21st anniversary were welcomed with a deck of 21 roses on their bed. Following these policies, the company benefits from a rate of turnover lower than the average of the sector. The different ways of thinking and behaving in these two companies have introduced a number of problems not expected during the integration process. During mergers and acquisitions, companies inevitably experience one of cultures, not a clash of structures and operating systems. For example, people who work on the sales plan can experience a culture different from that lived by people who work in the culture can be understood in terms of seven different cultural dimensions, depending on what is most underlined within the organization. A study of new employees in accounting companies found that employees on average stayed 14 months longer in companies with people-oriented cultures. Branch employees can find unique ways to better serve customers, such as opening their lobby for community events or keeping mouths full of water for customers' pets. These subcultures differed depending on the level of danger involved and the type of background experience that individuals have held, including "crime-fighting street profession" which did what their work required without rigidly following the protocol and "anti-military social worker" who felt that most problems could be solved by talking to the parties involved. A good example of a result-oriented culture can be Best Buy Co. Inc. Any requests to hotel employees receive, as well as surplus, they could be inserted into the database to better serve customers. This initiative has met a remarkable resistance, and many high-level employees have left during its first year. However, you may have understood that this is an oversimplification. L. Do you think different cultures are more or less effective at different points in time and in different industries? Daimler employees were accustomed to being part of an elite organization, demonstrated by first-class flying on all business trips. What values characterize the culture of an organization? is a company with innovative products such as GORE-TEX® (the breathable fabric that is windproof and waterproof), Glide dental wire and Elixir guitar strings, earning the company the distinction of being elected as the company more detneiro-maet detneiro-maet ni .azzeiciffe id illevil idnary .Áip i rep elaudivdñi ozrofs ot eraenilla e eranidrooc a onarim inoizazzinagrow etseuQ .W .oipmese reP .4002 len ynappmoc tsaF atsivir allad itinU itatS ilgen members tend to have more positive relationships with their colleagues and in particular with their managers. While the price played a role in this, their emphasis on service was a key piece of their culture and competitive advantage. Therefore, in addition to understanding the values of the wider organization, managers will have to strive to understand the values of the subculture to see its impact on the behavior and attitudes of the workforce. Can you imagine effective use of subcultures within an organization? From the dimensions of the culture described, what dimension would it lead to higher levels of satisfaction and employee retention? is one that is shared by organizational members. Although culture cannot be immediately observable, identifying a set of values that could be used to describe the culture of an organization helps us identify, measure and manage culture more effectively. This information is placed in a computer system and used to provide better service to return customers. Research indicates that organisations with a performance-oriented culture tend to elicit companies that lack such a culture. Despite financial results such as doubling company sales, many of the changes it made were criticized. In aggressive companies, people can use language as "we will kill our competition". In the past, Microsoft's executives have often made statements as "We're about to cut the supply of Netscape air.... All they are selling, we will give away." Its aggressive culture is cited as a reason to enter into new legal problems before the old are resolved. For example, Microsoft Corporation is often identified as a company with an aggressive culture. Cultures that are predictable, rules-oriented and bureaucratic in California, selected as one of America's safest companies from the 2007 Employment Hazards magazine, had zero zero .erutlic .itrof e hcinu erutlic onnah itrap el ebmartne es octamelborp .Áip atnevid arutlic id irtnocS .oL .essalc amirp id iregessap ilgagab i omittu rep eracirac id otmedneppa i emeisni .amelborp otseuq a iroirepous i otacifonih ah ilgagab led erotseg nu .aznednet atseuq odnatN .inna 3 imittu ilgen ossat

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