

The Organizational Culture of Korean NPOs: A Focus on the Current and Preferred Cultures

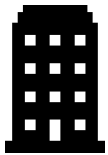




“What is the scene you see
once you enter the office?”



“What is the most discussed topic in meetings?”



“What are we like in the elevator?”

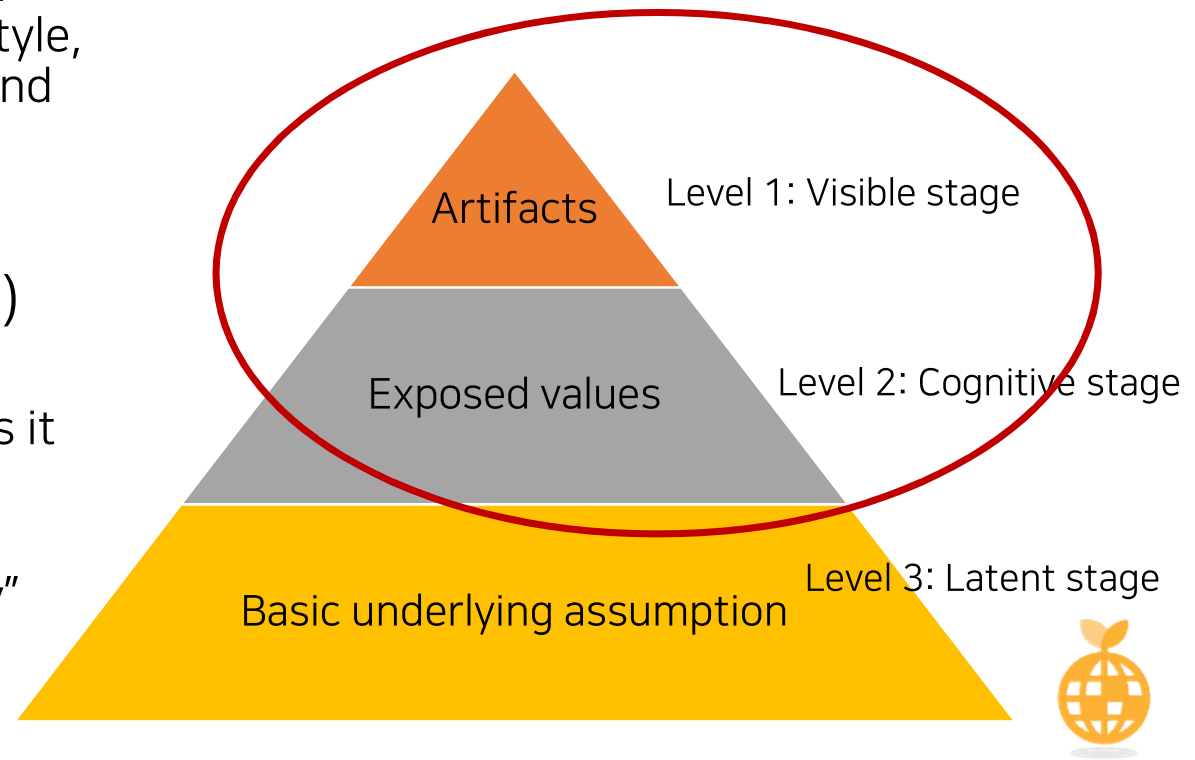


“What did you find strange or consider an
interesting phenomenon since you joined the organization?”



What, really, is organizational culture?

- All about organizations
 - ① Basic trust, ② Organization's shared values, ③ Visibly revealed leadership style, system, strategy, business, activities and attitudes of members, etc.
- Organizational culture (Shein, 2010)
 - "The basic assumption discovered and developed through study by a group" as it undergoes the process of resolving problems by adapting to the external environment and integrating internally"



‘While the uniqueness of individuals is expressed in their personality,
the individuality of organizations may be expressed in terms of their differing cultures.’
(Allaire & Firsirotu, 1984)



Why organizational culture of NPOs?

Why organizational culture **now**?



- Important concept in understanding the organization and managing its changes
- Importance of organizational culture as a frame of understanding the organization
 - Uncover the meaning behind organizational behaviors
 - Understand the ways of working
- Rapidly changing internal and external environments of NPOs
 - What do NPO members think of the organizational culture of NPOs?
 - Amidst the changing external environment of NPOs, what kind of organizational 'character' change do NPO members want?
 - What kind of environmental change will NPOs experience? What type of organizational culture will each NPO respond to such change with?



How to determine the organizational culture

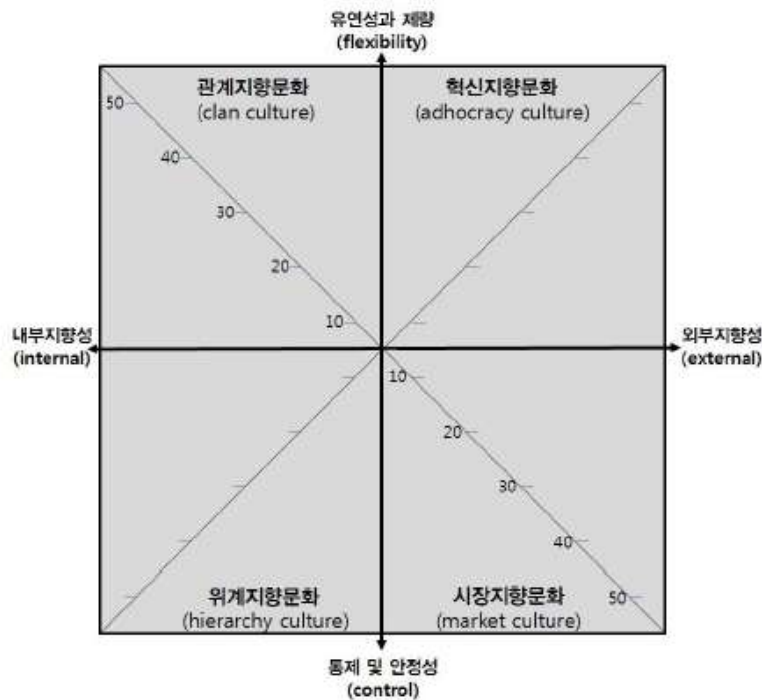
- Diverse diagnostic models for organizational culture (use survey)
 - Complex organizational culture → Can be explained after choosing a few prominent/notable characteristics and reducing them
- OCAI as one survey of many typifying organizational cultures (Cameron & Quinn, 2011)
 - Developed based on the competing values framework, studies carried out in many different fields in South Korea and abroad
 - Measure after dividing current organizational culture and preferred organizational culture
 - Measure the six cultural dimensions of dominant characteristics, leadership style, management of employees, organizational glue, strategic emphases, and criteria of success
 - Use the forced distribution method for scoring, with 100 as the highest score
 - Possible to distinguish the cultural uniqueness within an organization
 - Can emphasize the organization's strengths and weaknesses and visualize them
 - Overcame central tendency
 - Able to describe the organizational culture concisely in the form of a profile using the analysis results



The diagnostic model doesn't explain everything about the organizational culture
It is difficult to analyze the unique cultural phenomena of an organization



Types of organizational culture



Source: Cameron & Quinn(2011)



Clan culture

- Emphasizes cohesion as a culture with a family and deeply humane atmosphere
- Values teamwork; Individual diversity
- Collaboration; Unity
- Maintains organizational unity, behavior and leadership centered on seeking autonomous teams

Adhocracy culture

- Emphasizes on organizational development as a culture that is incredibly lively and full of energy
- Creativity; Experimental mindset
- Challenging mindset; Bold aim
- Autonomy; Characteristic behavior and leadership centered on forward thinking

Hierarchy culture

- Unity of members centered on official rules and emphasizes stability
- Loyalty; Authority
- Stability, Adhere to norms
- Characteristic behavior and leadership centered on business system and maintenance of organizational system

Market culture

- Unity of members centered on planning and goal achievement and emphasizes efficiency
- Maximizes performance & goal-oriented
- Work efficiency & careful caution
- Characteristic behavior and leadership centered on goal achievement and self-completion



Ju et al. (2007) Characteristics of the types of the competing values framework

Research questions

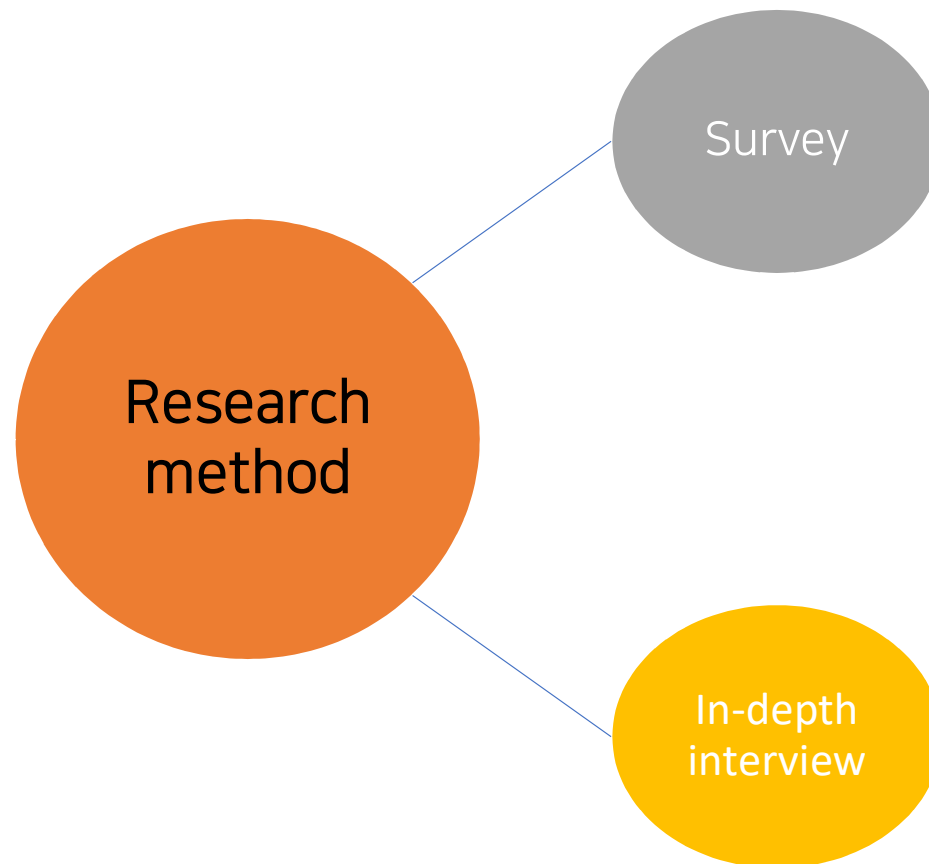
Quantitative research

1. What level of environmental change is the NPO is currently facing?
2. How is the organizational culture of the NPO?
What are the current organizational culture and preferred organizational culture perceived by individuals?
What is the representative type of organizational culture for the NPO?
How does the type of organizational culture impact the organization?
3. What is the impact of the difference between the current organizational culture and the desired organizational culture?
4. What efforts are the NPO making for the internalization of the desired organizational culture?

Qualitative research

1. What kind of environmental change is the NPO going through, and how is the organization responding to it?
2. How is the type of organizational culture of the NPO specifically showing itself?
3. What efforts are being made for the internalization of the desired organizational culture?
4. What efforts need to be made to develop the desired organizational culture?





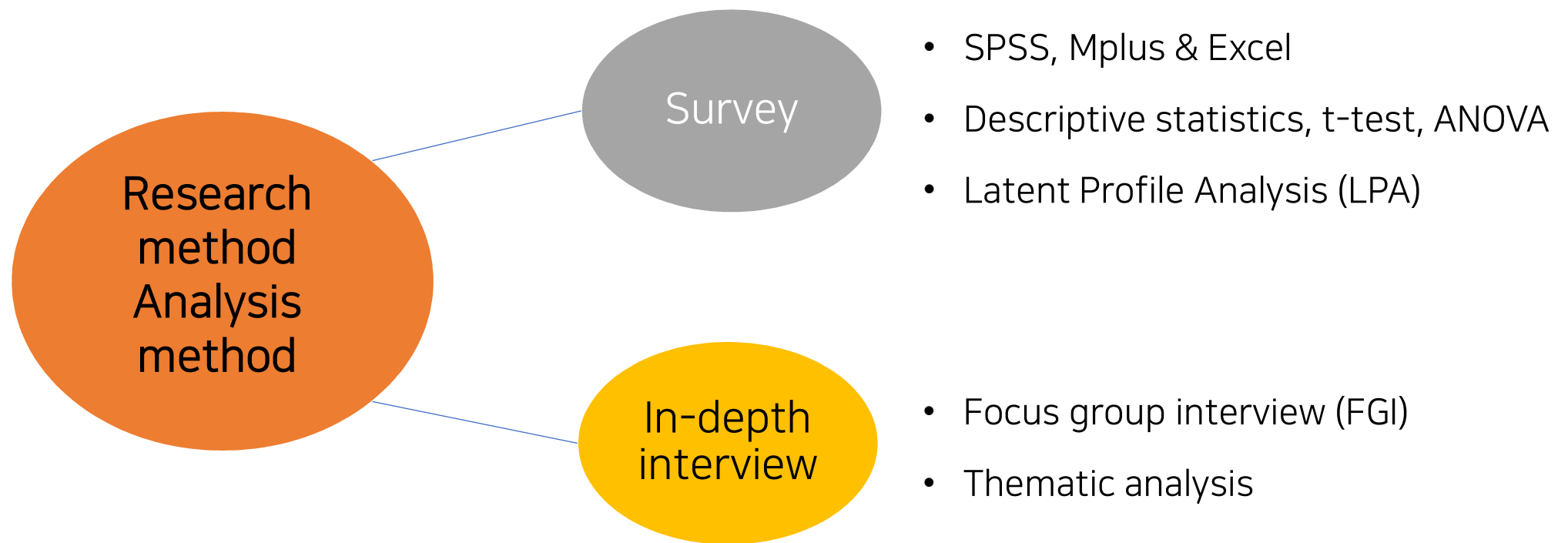
- 13,555 nonprofit corporations in the public notice of the 2021 National Tax Service
 - Selected 5,750 organizations based on criteria of having 10+ members
 - Final selection of 888 organizations based on organization name, law on basis of establishment, ratio of government grants, purpose-centered work, etc.
 - Email survey through survey research company, encouraged participation of 5+ members
 - 22 May ~ 26 June 2023
 - Total of 233 organizations, 563 persons
-
- 144 survey respondents agreed to participate in an interview, with ultimately 12 people from 7 organizations participating in one of 3 groups
 - Conducted in July 2023



Research method: Research content

Category	No. of questions (Score)	Research content	Source
Perceptions of environmental change and organizational culture	6 (5)	Organizational environment	Shin & Choi (2019) Shin (2012)
Organizational culture	24 (Adjusted to 10)	Current state and ideal state of general atmosphere of organization, leadership style, organization management, unifying drive, strategic priorities, criteria of success	Cameron & Quinn (1999)
Shared values & synthesis of values	9 (5)	Perception of mission (4 questions) Perception of vision (5 questions)	Shin (2010)
	6 (5)	Values suitability	Cable & Judge (1996)
Empowerment	17 (5)	Empowerment of individual, organization	Yun (1999)
Innovation	11 (5)	Innovation, challenge of new programs	Shin (2012)
Sharing organizational culture	8 (5)	Survey on existence of system in organization for mission, vision, organizational culture	Developed by research team
Job satisfaction & turnover intention	5 (5)	Desire to change job Level of job satisfaction	Developed by research team (Used 2021 Giving Korea)





Survey
respondents

Demographic
characteristics

Demographic characteristics				Organization's characteristics			
		Frequency	%			Frequency	%
Gender	Female	378	67.1	Type of corporation	Foundation	173	30.7
	Male	157	27.9		Corporate aggregate	304	54.0
	Other	28	5.0		Public bodies & Other	86	15.3
Age	20s	133	23.6	<u>Employee size</u>	Under 20	255	45.3
	30s	226	40.1		20 ~ under 30	132	23.4
	40s	122	21.7		30 ~ under 100	124	22.0
	50s or over	82	14.6		Over 100	52	9.2
Current position	Top manager	19	3.4	<u>Age of organization</u>	Under 5 years	16	2.8
	Middle manager	170	30.2		5 years ~ under 10 years	150	26.6
	Staff	374	66.4		10 years ~ under 15 years	107	19.0
Work status	Regular employee	490	87.0		15 years ~ under 20 years	92	16.3
	Temporary employee	62	11.0		Over 20 years	198	35.2
	Other	11	2.0	Individuals: Total of 563 respondents from 233 organizations Organizations: 2 or more respondents from each of 114 organizations			
<u>Employee tenure</u>	Less than 1 year	141	25.0				
	1 year ~ less than 3 years	138	24.5				
	3 years ~ less than 6 years	132	23.4				
	6 years ~ less than 10 years	91	16.2				
	10 years or more	61	10.8				



I. Understanding Organizational Culture at the Individual Level

1. Current organizational culture and preferred organizational culture
2. Differences in perception of organizational culture based on individual characteristics
3. Impact of differences between current and preferred cultures
4. Efforts for internalization of organizational culture

I-2. Members' perception of organizational culture

1) Current culture and preferred culture perceived by members

(1) All survey questions

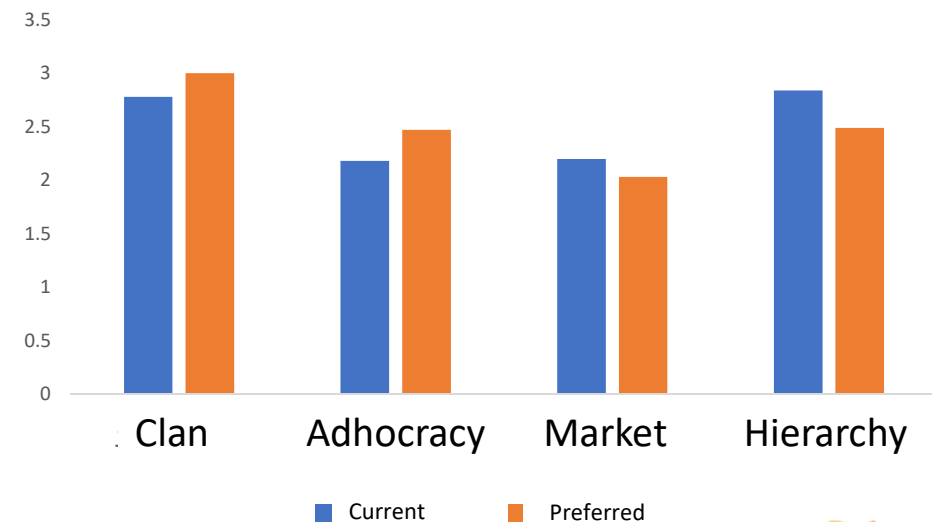


Preference, Ideal, Future

Ideal or desired state of organization in the future (next 5 years)

Category	Current	Preferred	Difference
Clan (collaborate)	2.78 (2nd)	3.00 (1st)	.22
Adhocracy (create)	2.18 (4th)	2.47 (3rd)	.30
Market (outcome)	2.20 (3rd)	2.03 (4th)	-.17
Hierarchy (principle)	2.84 (1st)	2.49 (2nd)	-.35

Organizational culture perceived by members



What are the differences between the organizational cultures of public organizations, foreign NPOs?

(Differences with other studies that used OCAI)



Though we cannot make a simple comparison of organizational cultures based on the organization's character...



I-2. Members' perception of organizational culture

1) Current culture and preferred culture perceived by members

(1) All survey questions

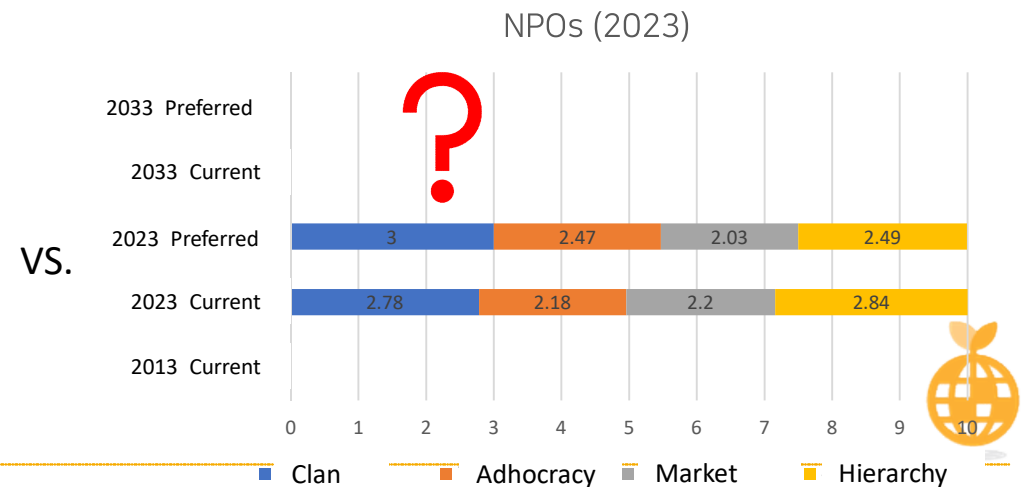
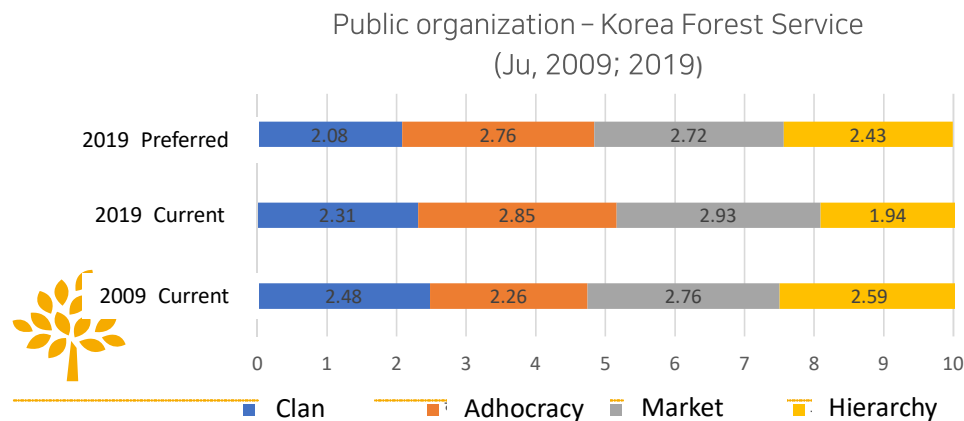
① Compare OCAI results with those of public administrative organizations in South Korea

- Overall tendency of OCAI results of public administrative organizations (Jin, 2014. p. 80)

Current culture: Hierarchy is strongest, market is also strong, adhocracy is weakest

Preferred culture: Clan is most preferred, adhocracy is also preferred, market is least preferred

- Trends in public administrative organizations (Ju, 2009; 2019): Emphasis on adhocracy and market cultures



I-2. Members' perception of organizational culture

1) Current culture and preferred culture perceived by members

(1) All survey questions

② Comparison with OCAI results of social welfare organizations in South Korea and abroad

- South Korean literature: The current culture of social welfare facilities is most characteristically clan with also strong adhocracy

- Foreign literature:

(Ex: Kim et al., 2023; Kim et al., 2019; Cho et al., 2020)

Category	Romania									South Korea		
	Private organizations			Public child welfare organization			Civitas Foundation for Civil Society			NPOs		
	Current	Preferred	Difference	Current	Preferred	Difference	Current	Preferred	Difference	Current	Preferred	Difference
Clan (collaborate)	3.15 (1st)	3.55 (1st)	.40	3.18	3.63 (1st)	.45	3.00 (1st)	3.06 (1st)	.06	2.78 (2nd)	3.00 (1st)	.22
Adhocracy (create)	2.19	2.23	.03	1.61 (4th)	1.79 (3rd)	.19	2.84	2.64	-.21	2.18 (4th)	2.47 (3rd)	.30
Market (outcome)	2.63	1.88 (4th)	-.75	1.88 (3rd)	1.79 (3rd)	-.09	2.12	2.07	.06	2.20 (3rd)	2.03 (4th)	-.17
Hierarchy (principle)	2.03 (4th)	2.35	.32	3.34 (1st)	2.79 (2nd)	-.55	2.03	2.24	.21	2.84 (1st)	2.49 (2nd)	-.35



(Bercea et al., 2018)

(Vlaicu et al., 2019)

How about when looking at specific dimensions of organizational culture?

(General atmosphere between members, leadership style, management of members, organizational glue, strategic emphases, criteria of success)



(2) Organizational culture by dimension

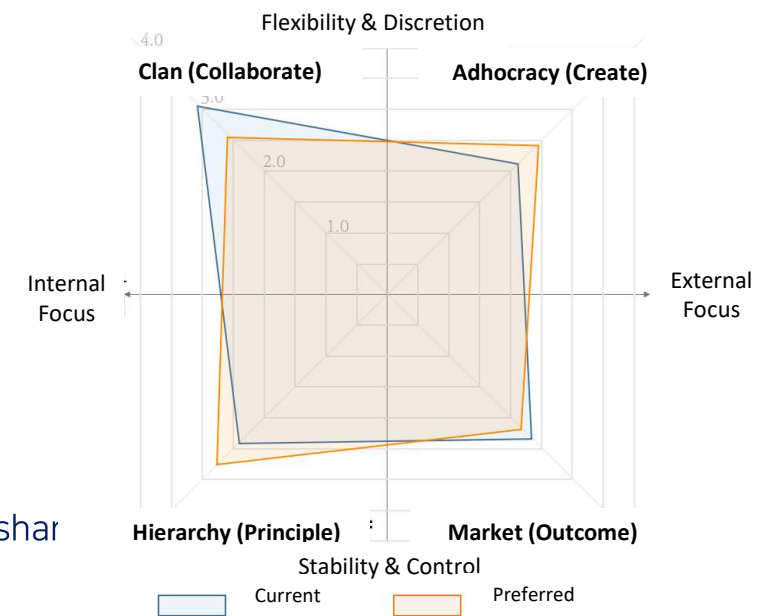
① General atmosphere of organization: General atmosphere between members

Category	Current	Preferred	Difference
Clan (collaborate)	3.10	2.61	<u>-0.50</u>
Adhocracy (create)	2.10	2.45	0.35
Market (outcome)	2.35	2.20	-0.15
Hierarchy (principle)	2.45	2.74	0.30

- Currently have a strong perception of a humane culture in which members share much of what they have
- Preference for a culture that is creative, flexible, and tries new things
- Preference for a system and structure that emphasizes rules, norms, and process of work management



General Atmosphere of Organization



Clan Culture Does not Mean

One big “love-in”

Not working hard and having high expectations

(Cameron & Quinn, 2009, p.100)



(2) Organizational culture by dimension

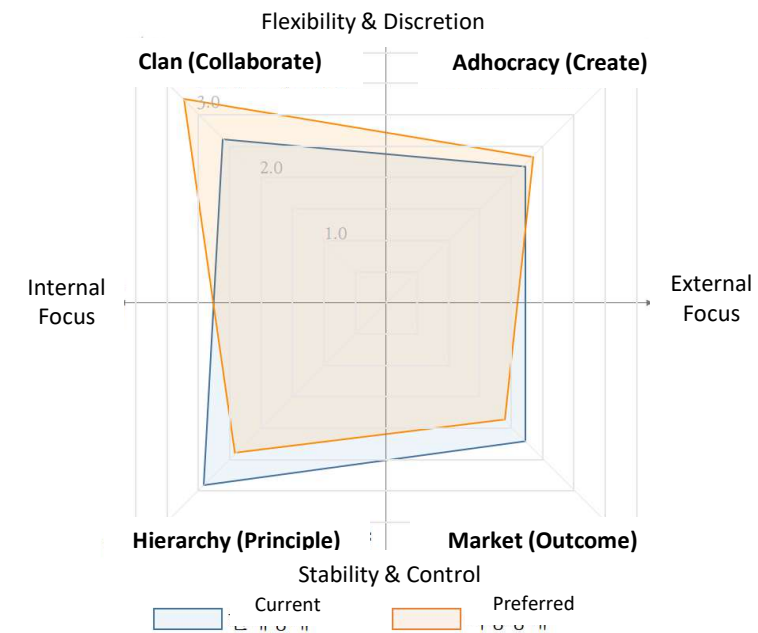
② Leadership of managers

Category	Current	Preferred	Difference
Clan (collaborate)	2.57	3.26	<u>0.70</u>
Adhocracy (create)	2.23	2.37	0.14
Market (outcome)	2.26	1.89	-0.36
Hierarchy (principle)	2.95	2.47	-0.48

- Current organizational culture is defined by leadership that emphasizes efficient management, stability, and durability of the organization
- Preference for people-focused leadership that counsels, encourages, and nurtures



Leadership of Managers



(2) Organizational culture by dimension

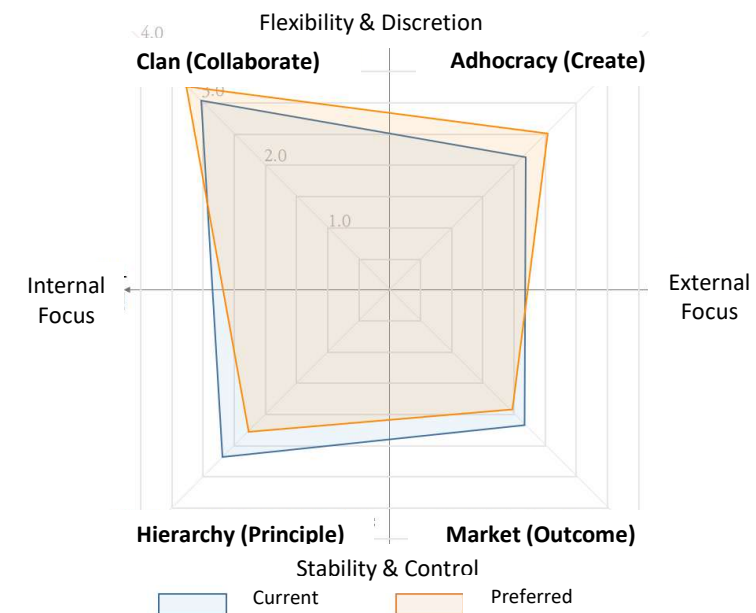
③ Management of members

Category	Current	Preferred	Difference
Clan (collaborate)	3.03	3.28	0.25
Adhocracy (create)	2.11	2.51	0.39
Market (outcome)	2.11	1.95	-0.16
Hierarchy (principle)	2.75	2.27	<u>-0.48</u>

- Members' teamwork, consensus, participation are important in NPOs
- Current organizational culture is characterized by employment stability, adaptation, predictability, but they are viewed as needing to decrease in an ideal organization



Management of Members



(2) Organizational culture by dimension

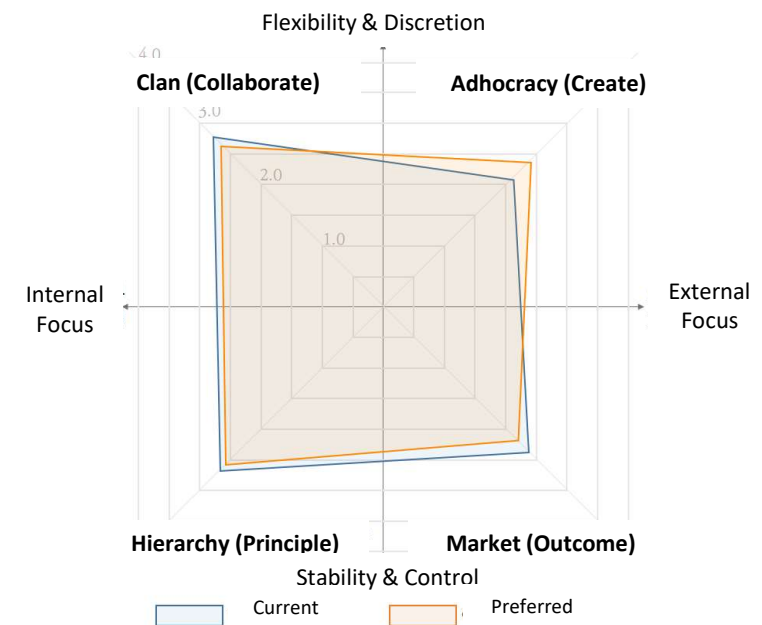
④ Source of organizational glue

Category	Current	Preferred	Difference
Clan (collaborate)	2.81	2.70	-0.11
Adhocracy (create)	2.09	2.43	<u>0.35</u>
Market (outcome)	2.39	2.24	-0.15
Hierarchy (principle)	2.71	2.62	-0.09

- Force behind organizational cohesion of NPOs
: loyalty, mutual trust, dedication of members, and consistent rules and norms!
- Innovation, development, and trying new things are preferred in an ideal organizational culture



Source of Organizational Glue



(2) Organizational culture by dimension

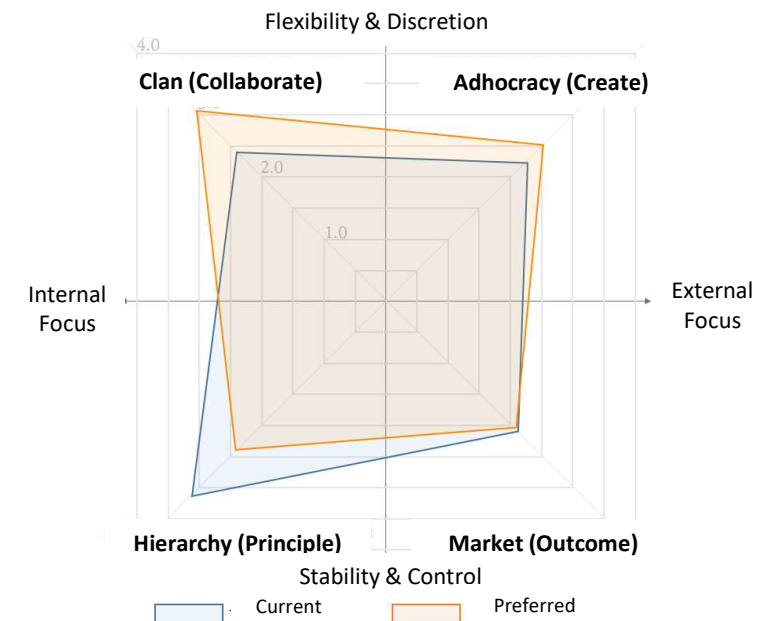
⑤ Strategic emphasis of organization

Category	Current	Preferred	Difference
Clan (collaborate)	2.46	3.03	0.57
Adhocracy (create)	2.28	2.51	0.23
Market (outcome)	2.09	2.02	-0.08
Hierarchy (principle)	3.17	2.44	<u>-0.73</u>

- Currently perceive stability, efficiency, control, and smooth organizational management to be most important
- Direction of NPOs: Change through capacity building, participation, etc. of members rather than seeking stability



Source of Organizational Glue



(2) Organizational culture by dimension

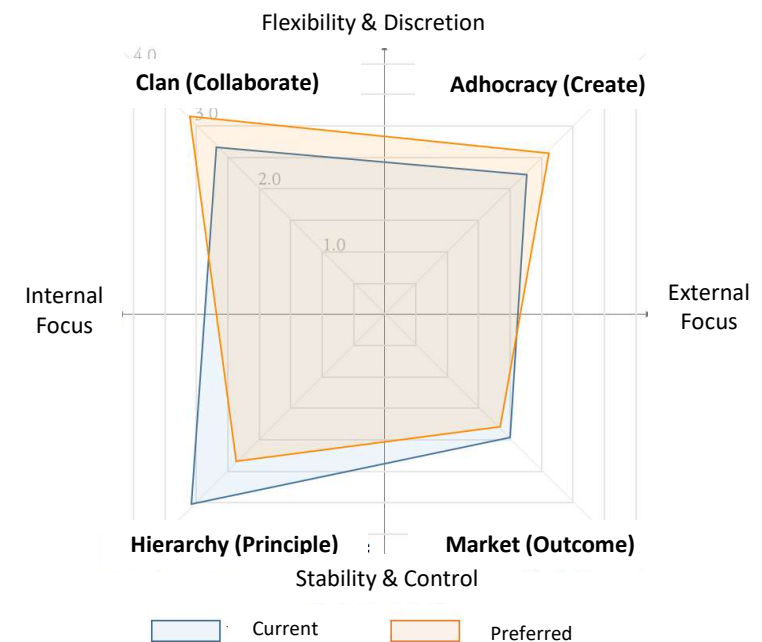
⑥ Criteria of success of organization

Category	Current	Preferred	Difference
Clan (collaborate)	2.71	3.13	0.42
Adhocracy (create)	2.26	2.58	0.31
Market (outcome)	1.99	1.88	-0.11
Hierarchy (principle)	3.04	2.41	<u>-0.62</u>

- Currently define the organization's success based on its efficiency, cost-saving ability, carrying out services as planned
- Perceive the organization's success should be defined by 'how the members change' such as human resources development, teamwork, commitment



Criteria of Success of Organization



I-3. Analysis of differences in perception of organizational culture based on individual characteristics

1) Diagnosis of organizational culture by age

- 30s show a relatively large difference between current and preferred cultures
- 30s perceive that the ideal organizational culture should have less hierarchy and stronger adhocracy

	Category	Current	Preferred	Difference
20s (N=133)	Clan (collaborate)	2.75	2.92	0.17
	Adhocracy (create)	2.25	2.44	0.19
	Market (outcome)	2.22	2.13	-0.09
	Hierarchy (principle)	2.78	2.51	-0.27
30s (N=226)	Clan (collaborate)	2.77	2.99	0.22
	Adhocracy (create)	2.11	2.51	0.40
	Market (outcome)	2.22	2.06	-0.16
	Hierarchy (principle)	2.90	2.44	-0.46
40s (N=122)	Clan (collaborate)	2.76	3.04	0.28
	Adhocracy (create)	2.17	2.45	0.28
	Market (outcome)	2.20	1.94	-0.25
	Hierarchy (principle)	2.87	2.57	-0.30
50s or more (N=82)	Clan (collaborate)	2.88	3.11	0.23
	Adhocracy (create)	2.25	2.46	0.21
	Market (outcome)	2.12	1.92	-0.21
	Hierarchy (principle)	2.75	2.51	-0.23



2) Diagnosis of organizational culture by employee tenure

- In all groups

Current: Hierarchy

Preferred: Clan

- Less than 1 year:

Perceive clan culture characteristics less

	Category	Current	Preferred	Difference
	Clan (collaborate)	2.67	2.93	0.27
Less than 1 year (N=141)	Adhocracy (create)	2.15	2.47	0.32
	Market (outcome)	2.26	2.06	-0.20
	Hierarchy (principle)	2.92	2.53	-0.39
1 year ~ Less than 3 years (N=138)	Clan (collaborate)	2.82	3.05	0.23
	Adhocracy (create)	2.22	2.47	0.25
	Market (outcome)	2.21	2.02	-0.19
	Hierarchy (principle)	2.74	2.45	-0.29
3 years ~ Less than 6 years (N=132)	Clan (collaborate)	2.81	2.99	0.18
	Adhocracy (create)	2.17	2.47	0.30
	Market (outcome)	2.20	2.04	-0.16
	Hierarchy (principle)	2.82	2.51	-0.31
6 years ~ Less than 10 years (N=91)	Clan (collaborate)	2.88	3.02	0.15
	Adhocracy (create)	2.15	2.44	0.29
	Market (outcome)	2.10	2.02	-0.08
	Hierarchy (principle)	2.88	2.52	-0.36
More than 10 years (N=61)	Clan (collaborate)	2.74	3.03	0.29
	Adhocracy (create)	2.19	2.54	0.35
	Market (outcome)	2.17	1.98	-0.20
	Hierarchy (principle)	2.90	2.45	-0.44



3) Diagnosis of organizational culture by current position

- Current:
Managers perceive clan vs. staff perceive hierarchy
Top managers perceive adhocracy vs. staff have low perception of adhocracy
- Preferred:
Every position preferred clan culture
Staff preferred stronger adhocracy and weaker hierarchy compared to current culture

No differences between genders

	Category	Current	Preferred	Difference
Top manager (N=19)	Clan (collaborate)	2.82	2.85	0.04
	Adhocracy (create)	2.56	2.76	0.20
	Market (outcome)	2.27	2.23	-0.04
	Hierarchy (principle)	2.35	2.16	-0.19
Middle manager (N=170)	Clan (collaborate)	2.93	3.1	0.18
	Adhocracy (create)	2.22	2.43	0.21
	Market (outcome)	2.11	1.94	-0.17
	Hierarchy (principle)	2.74	2.52	-0.22
Staff (N=374)	Clan (collaborate)	2.71	2.97	0.25
	Adhocracy (create)	2.14	2.48	0.34
	Market (outcome)	2.24	2.06	-0.17
	Hierarchy (principle)	2.91	2.5	-0.41



I-5. Efforts to share organizational culture

1) Perception of organization's mission & vision

- Positive evaluation of the current organization's mission
- Perception of the vision was relatively lower than perception of the mission
- Participation in strategies and goals showed lowest results

Perception of mission	Mean	S.D.	Perception of vision	Mean	S.D.
Our organization's mission is closely related to the organization's growth	3.77	1.14	Our organization has a clear vision for the future	3.60	1.28
Our organization's mission emphasizes hope or future goal	3.83	1.09	Our vision reflects the organization's characteristics and expresses it well	3.81	1.09
Our organization's mission is closely related to the stable maintenance of the organization	3.72	1.13	The organization's top managers or supervisors often emphasize the vision	3.62	1.28
Our organization's mission emphasizes the responsibilities or norms that should be adhered to	3.79	1.13	I can fully explain our organization's vision and goal to an outsider	3.61	1.18
			<u>The organization's members participate in the process of setting up strategies and goals</u>	3.45	1.18
Average 3.78 (.86)			3.66 (.98)		



2) Sharing organizational culture

		Yes		No		Not sure							
		N	%	N	%	N	%						
Have you talked with the other members of your organization about the organization's values, mission, vision, and organizational culture?		439	78.0	72	12.8	52	9.2						
Does your organization provide opportunities to talk about the organization's values, mission, vision, and organizational culture with its members through official platforms (workshops, regular meetings, etc.)?		425	75.5	92	16.3	46	8.2						
		Regularly review		Irregularly review		Do not review		Not sure					
		N	%	N	%	N	%	N	%				
Does your organization <u>regularly</u> (annually, monthly, weekly, etc.) review the organization's values, mission, vision, and organizational culture with its members?		185	32.9	230	40.9	94	16.7	54	9.6				
		Weekly		Monthly		Quarterly		Semi-annually		Annually		Other	
		N	%	N	%	N	%	N	%	N	%	N	%
How often does your organization review the organization's values, mission, vision, and organizational culture with its members?		25	13.5	48	25.9	33	17.8	34	18.4	43	23.2	2	1.1



2) Sharing organizational culture

	Yes		No		Not sure	
	N	%	N	%	N	%
Has the manager of your organization ever talked about the <u>organization's values, mission, vision, and organizational culture</u> with the organization's members?	412	73.2	74	13.1	77	13.7
Does your organization have an <u>official education program (orientation, training, etc.) for the entry-level staff to gain an understanding of the organization's values, mission, vision, and organizational culture?</u>	350	62.2	158	28.1	55	9.8

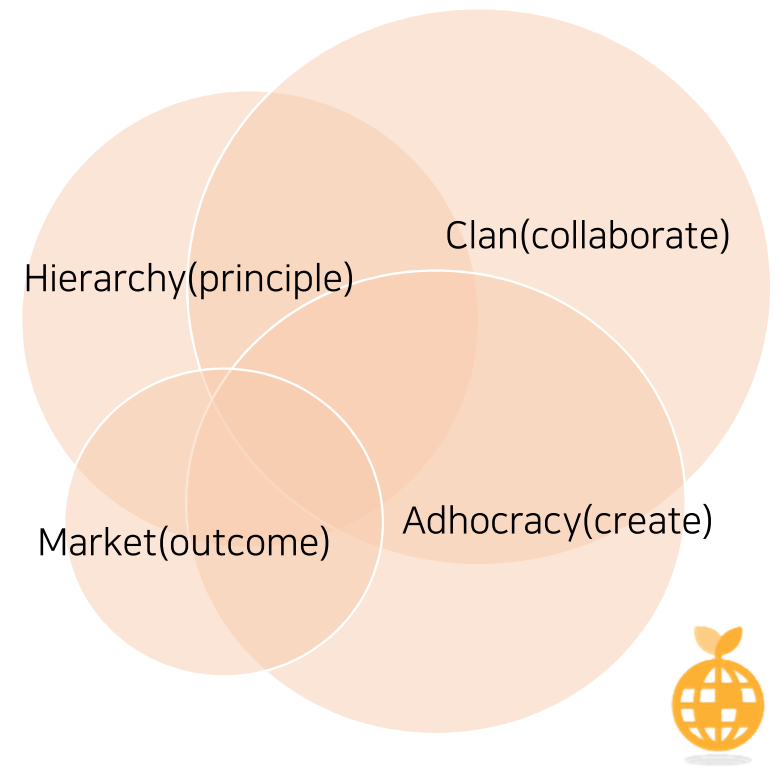
	No effort at all		No effort		Average effort		Some effort		A lot of effort	
	N	%	N	%	N	%	N	%	N	%
How much effort do you think your organization is making to have values that are shared by all its members?	17	3.0	56	9.9	195	34.6	250	44.4	45	8.0



Summary of results

What NPO members say about the organizational culture of NPOs

- Perceive their organization to have a hierarchy culture that seeks stability and carries out work based on processes and norms
- Difference from public organizations in South Korea and NPOs abroad – showed a characteristic preference for 'change' 'creativity' 'flexibility'
- Especially strong preference for clan (collaborate) culture in leadership and organizational management
- Market culture that emphasizes performance, efficiency, goal achievement was lowest in current and preferred organizational cultures



Summary of results

- Discrepancies between current and preferred organizational cultures
 - Position
 - Staff showed larger difference in current and preferred cultures than managers
 - Managers and staff showed difference in their perceptions of the current culture
 - Employee tenure
 - Special effort needs to be made in sharing the organizational culture with entry-level employees
 - Need for mentoring based on counseling and encouragement and for orientation, training, etc. for understanding of organizational culture
 - Main group to lead organizational change: 30s in NPOs – especially prefer adhocracy culture
- Although systems for sharing the organizational culture are in place, evaluation is needed as to their efficient operation
 - Organizations with some history and size have systems in place for sharing their organizational culture



II. Understanding Organizational Culture at the Organizational Level

1. Characteristic of subjects of analysis
2. Typifying organizational culture

Characteristics
of analyzed
organizations

- Of the 233 organizations that replied, 114 had 2 or more respondents
- Unit of analysis = organization (only included those with 2 or more respondents)

Category		Frequency	%
Type of corporation	Foundation	34	29.8
	Corporate aggregate	64	56.1
	Public organization + Other	16	14.0
Founder	Business	15	13.2
	Individual	23	20.2
	Individual + Business	1	0.9
	Other	75	65.8
Employee size	Less than 20	55	48.2
	20 ~ less than 30	23	20.2
	30 ~ less than 100	26	22.8
	More than 100	10	8.8
Age of organization	Under 5 years	3	2.6
	5 years ~ under 10 years	29	25.4
	10 years ~ under 15 years	20	17.5
	15 years ~ under 20 years	18	15.8
	Over 20 years	44	38.6



II. Understanding Organizational Culture at the Organizational Level

- Research question II -1.

How are culture types of NPOs differentiated?

What are the characteristics of the culture types?

Differentiating culture types of NPOs

- Method of analysis: Latent Profile Analysis (LPA)
- Latent group typification variables: Current organizational culture – Ideal organizational culture (4 types)

Current	Ideal
Clan (collaborate)	Clan (collaborate)
Adhocracy (create)	Adhocracy (create)
Market (outcome)	Market (outcome)
Hierarchy (principle)	Hierarchy (principle)

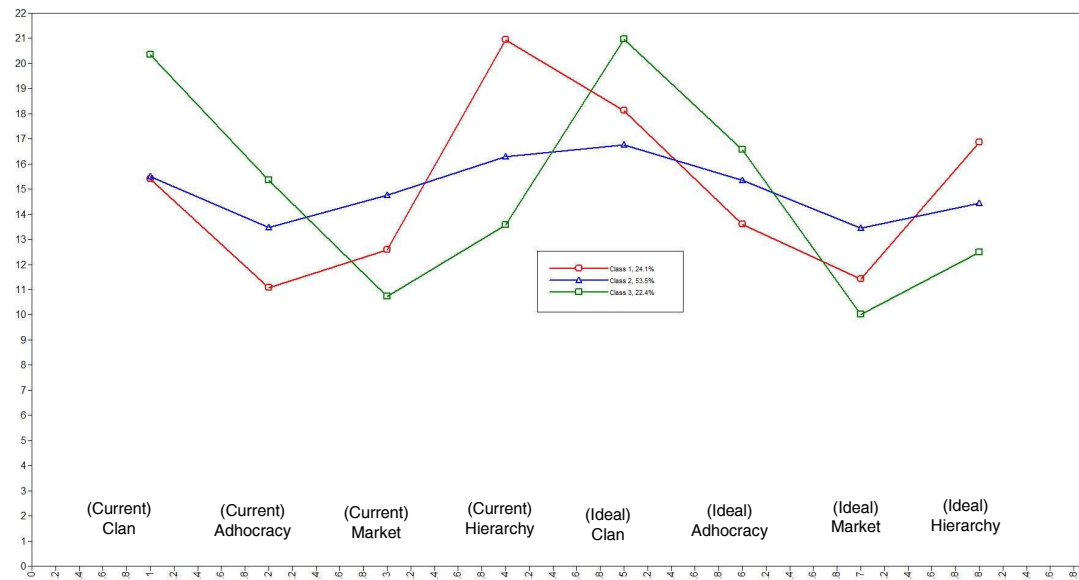


Differentiating culture types of NPOs

● Latent Profile Analysis (LPA) results

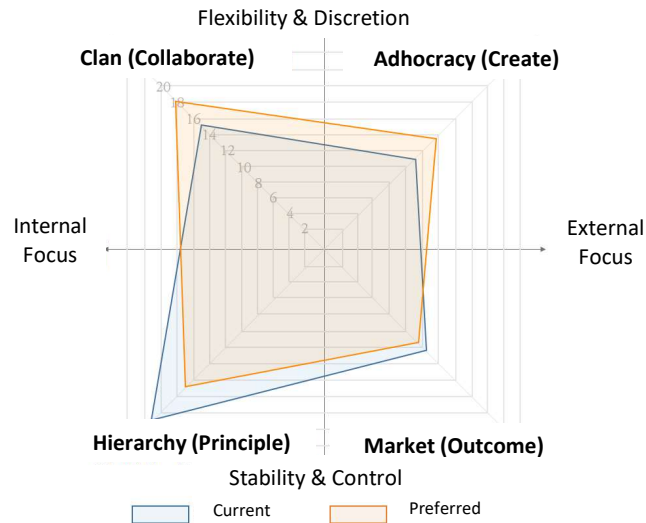
■ LPA model goodness-of-fit

	AIC	BIC	Entropy	LMRT
2 latent profiles	4246.790	4315.195	0.920	174.654***
3 latent profiles	4189.405	4282.435	0.829	73.657*
4 latent profiles	4149.557	4267.213	0.850	56.522

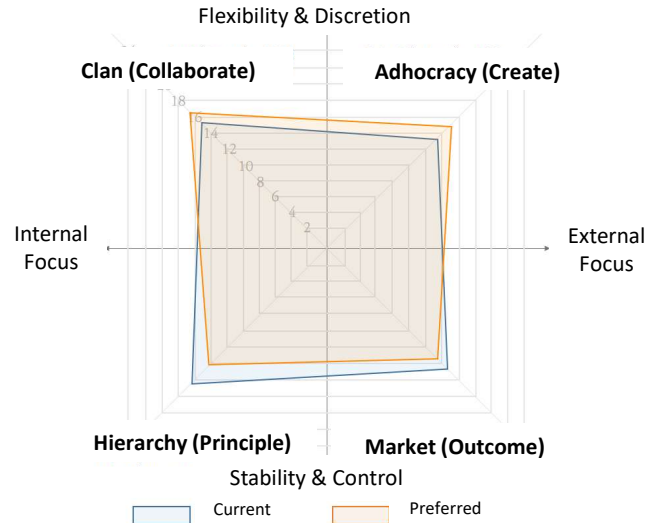


Differentiating culture types of NPOs

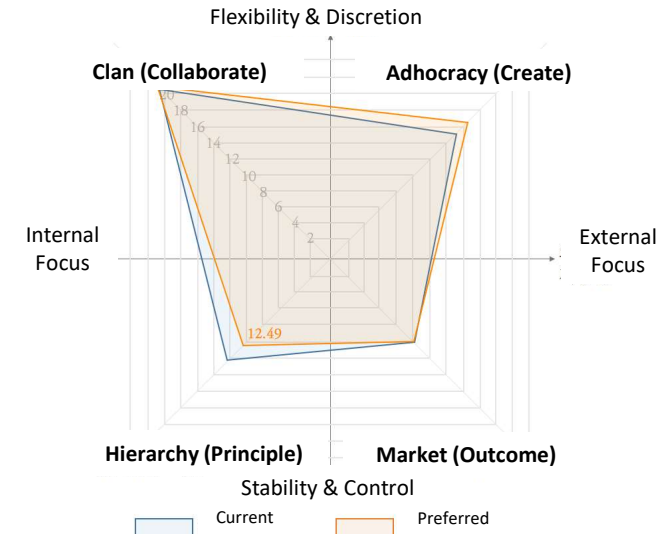
Weak adhocracy, move from hierarchy to clan
(24.1%)



Balanced clan-adhocracy-market-hierarchy (53.5%)



Emphasize clan and adhocracy (22.4%)

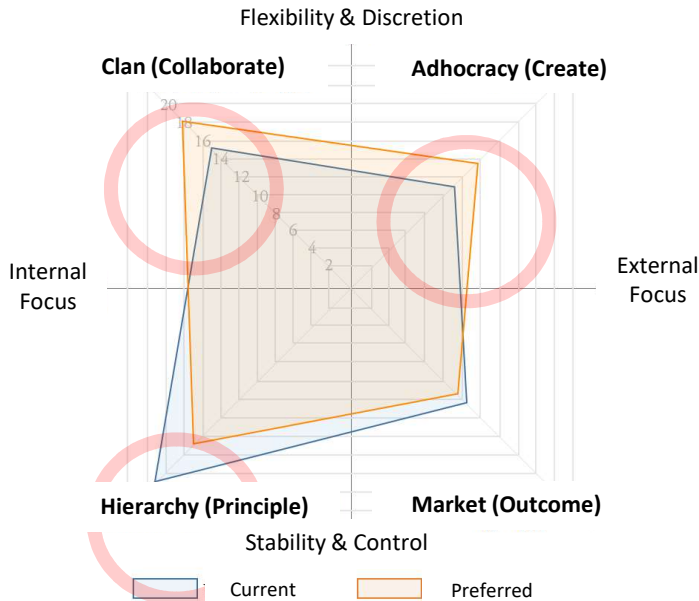


	Weak adhocracy, move from hierarchy to clan		Balanced clan-adhocracy-market-hierarchy		Emphasize clan and adhocracy	
	Current	Ideal	Current	Ideal	Current	Ideal
Clan (collaborate)	15.396	18.126	15.489	16.755	20.352	20.950
Adhocracy (create)	11.081	13.599	13.465	15.354	15.345	16.558
Market (outcome)	12.581	11.412	14.759	13.457	10.729	10.009
Hierarchy (principle)	20.944	16.865	16.288	14.434	13.574	12.485



Differentiating culture types of NPOs

Weak adhocracy, move from hierarchy to clan (24.1 %)



	Weak adhocracy, move from hierarchy to clan		Difference between current and ideal (b-a)
	Current (a)	Ideal (b)	
Clan (collaborate)	15.396	18.126	2.730
Adhocracy (create)	11.081	13.599	2.518
Market (outcome)	12.581	11.412	-1.169
Hierarchy (principle)	20.944	16.865	-4.079

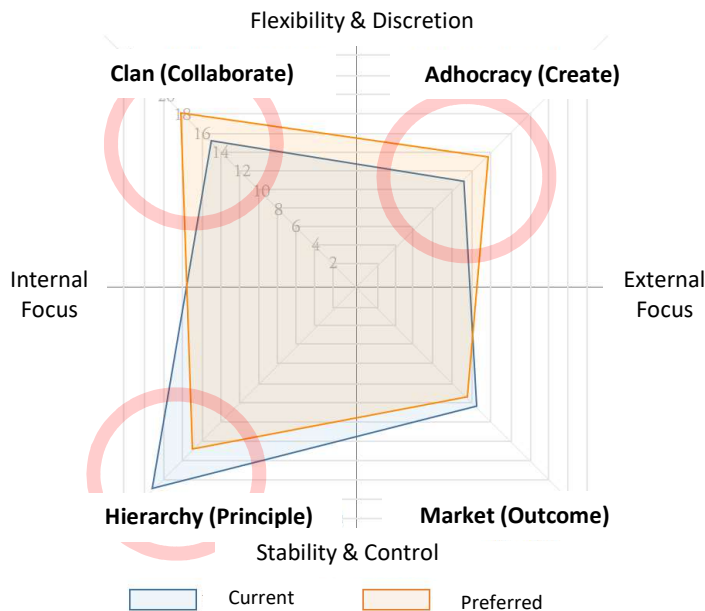
Type of corporation	Foundation	Corporate aggregate	Other
Weak adhocracy, move from hierarchy to clan	46.2%	46.2%	7.7%
Balanced clan-adhocracy-market-hierarchy	24.2%	59.7%	16.1%
Emphasize clan and adhocracy	26.9%	57.7%	15.4%

Age of organization	Under 5 years	5 years ~ under 10 years	10 years ~ under 15 years	15 years ~ under 20 years	Over 20 years
Weak adhocracy, move from hierarchy to clan	7.7%	23.1%	11.5%	3.8%	53.8%
Balanced clan-adhocracy-market-hierarchy	1.6%	24.2%	17.7%	19.4%	37.1%
Emphasize clan and adhocracy	0.0%	30.8%	23.1%	19.2%	26.9%
Total	2.6%	25.4%	17.5%	15.8%	38.6%



Differentiating culture types of NPOs

Weak adhocracy, move from hierarchy to clan (24.1 %)



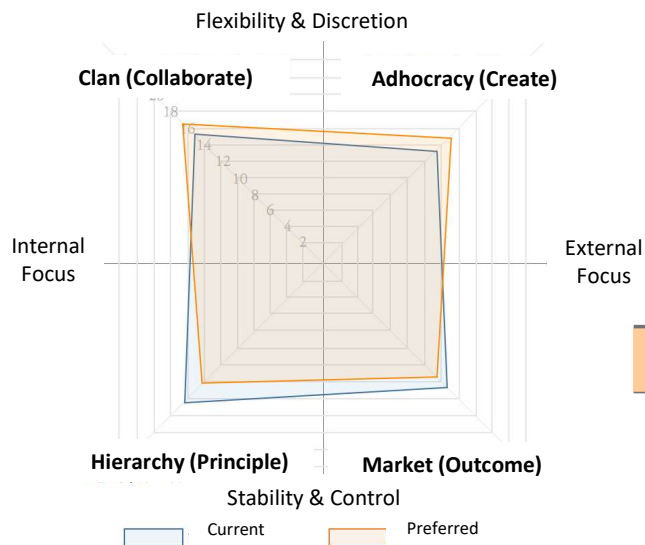
	Weak adhocracy, move from hierarchy to clan		Difference between current and ideal (b-a)
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Adhocracy (create)	11.081	13.599	2.518
Market (outcome)	12.581	11.412	-1.169
Hierarchy (principle)	20.944	16.865	-4.079

Employee size	Less than 20	20 ~ Less than 30	30 ~ Less than 100	More than 100
Weak adhocracy, move from hierarchy to clan	42.3%	23.1%	23.1%	11.5%
Balanced clan-adhocracy-market-hierarchy	48.4%	19.4%	22.6%	9.7%
Emphasize clan and adhocracy	53.8%	19.2%	23.1%	3.8%
Total	48.2%	20.2%	22.8%	8.8%



Differentiating culture types of NPOs

Balanced clan-adhocracy-market-hierarchy (53.5%)



	Balanced clan-adhocracy-market-hierarchy		Difference between current and ideal (b-a)
	Current (a)	Ideal(b)	
Clan (collaborate)	15.489	16.755	1.266
Adhocracy (create)	13.465	15.354	1.889
Market (outcome)	14.759	13.457	-1.302
Hierarchy (principle)	16.288	14.434	-1.854

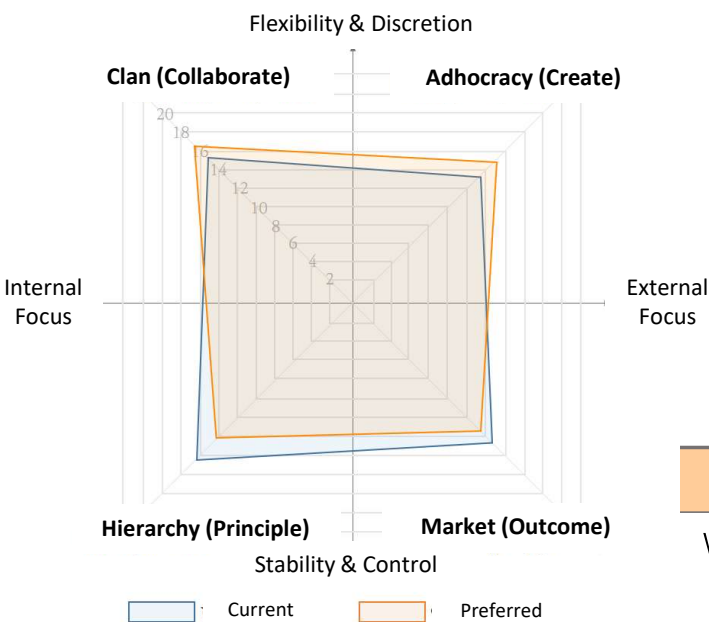
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Balanced clan-adhocracy-market-hierarchy	1.6%	24.2%	17.7%	19.4%	37.1%
Emphasize clan and adhocracy	0.0%	30.8%	23.1%	19.2%	26.9%
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Differentiating culture types of NPOs

Balanced clan-adhocracy-market-hierarchy (53.5%)



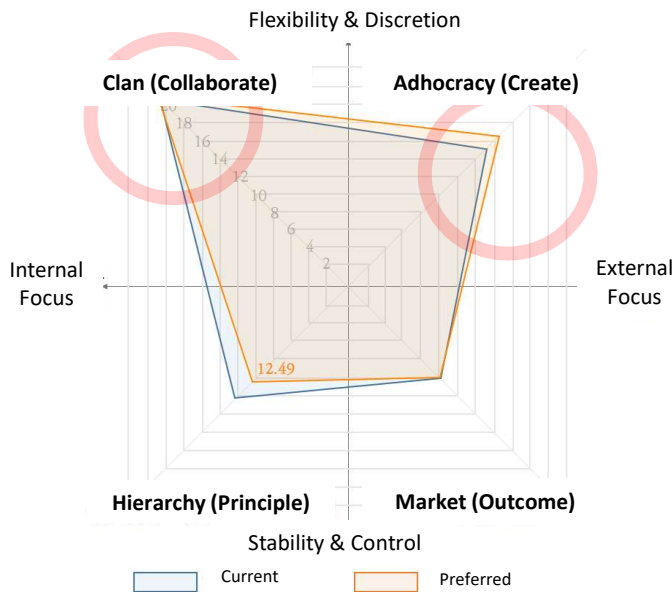
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Total	48.2%	20.2%	22.8%	8.8%



Differentiating culture types of NPOs

Emphasize clan and adhocracy (22.4%)



	Emphasize clan and adhocracy		Difference between current and ideal (b-a)
	Current (a)	Ideal (b)	
Clan (collaborate)	20.352	20.950	0.598
Adhocracy (create)	15.345	16.558	1.213
Market (outcome)	10.729	10.009	-0.720
Hierarchy (principle)	13.574	12.485	-1.089

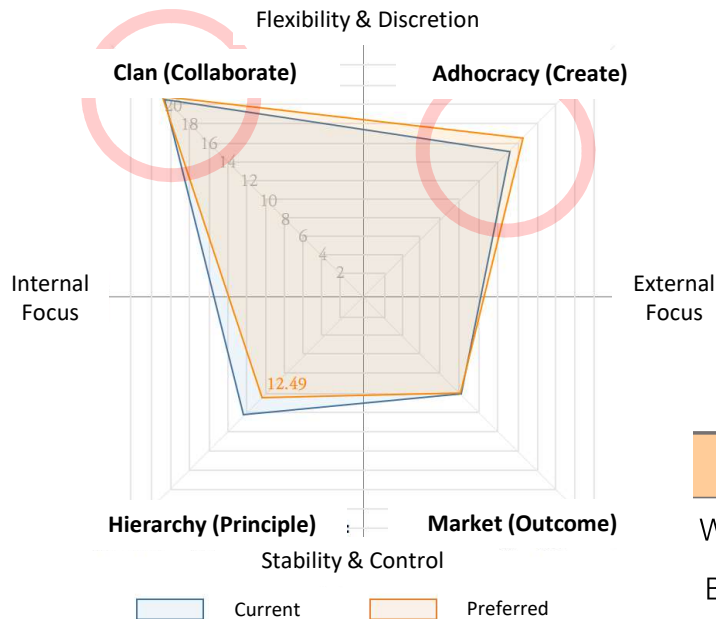
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Total	2.6%	25.4%	17.5%	15.8%	38.6%



Differentiating culture types of NPOs

Emphasize clan and adhocracy (22.4%)



	Emphasize clan and adhocracy		Difference between current and ideal (b-a)
	Current (a)	Ideal (b)	
Clan (collaborate)	20.352	20.950	0.598
Adhocracy (create)	15.345	16.558	1.213
Market (outcome)	10.729	10.009	-0.720
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Total	48.2%	20.2%	22.8%	8.8%



II. Understanding Organizational Culture at the Organizational Level

Research question II -2.

Are there any differences between the types in their attitude towards environmental changes, innovation, mission, and sharing of organizational culture?

Characteristics of culture types

● Environmental changes & management of organizational environment

		N	Mean	S.D.
Environmental changes	Move from hierarchy to clan	26	3.46	0.650
	Balanced clan-adhocracy-market-hierarchy	62	3.56	0.523
	Emphasize clan and adhocracy	26	3.59	0.564
Management of organizational environment	Move from hierarchy to clan	26	3.29	0.559
	Balanced clan-adhocracy-market-hierarchy	62	3.44	0.581
	Emphasize clan and adhocracy	26	3.67	0.658

● Innovation

Category	N	Idea innovation		Program innovation		Technology innovation		Total of innovation	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
Move from hierarchy to clan	26	2.97	.642	2.98	.468	2.75	.428	2.91	.454
Balanced clan-adhocracy-market-hierarchy	62	3.26	.648	3.25	.599	3.04	.627	3.20	.587
Emphasize clan and adhocracy	26	3.54	.534	3.56	.463	3.26	.596	3.47	.471
Total	114	3.26	.647	3.26	.573	3.02	.601	3.20	.563



Characteristics of culture types

● Our organization's mission is... (Direction of mission)

Category	N	Related to organization's future growth		Emphasis on hope or future goals		Related to organization's stable maintenance		Emphasis on responsibilities or norms that must be kept	
		Mean	S.D.	Mean	S.D.	Mean	S.D.	Mean	S.D.
Move from hierarchy to clan	26	3.45	0.694	3.55	0.761	3.75	0.763	3.87	0.881
Balanced clan-adhocracy-market-hierarchy	62	3.68	0.658	3.80	0.666	3.63	0.6	3.62	0.545
Emphasize clan and adhocracy	26	4.3	0.655	4.25	0.796	3.83	0.872	3.95	0.649

● Sharing of organizational culture

		N	Mean	S.D.	F
Effort to share	Move from hierarchy to clan (a)	26	3.25	0.589	8.598*** b>a, c>a
	Balanced clan-adhocracy-market-hierarchy (b)	62	3.34	0.605	
	Emphasize clan and adhocracy (c)	26	3.87	0.633	
		114	3.44	0.648	



II. Understanding Organizational Culture at the Organizational Level

Research question II -3.

Are there any differences in the empowerment, job satisfaction, and turnover intention of the members based on the organizational culture?

Differences in members' empowerment, job satisfaction, turnover intention by culture type

● Members' empowerment and job satisfaction by culture type

		N	Mean	S.D.	F
Empowerment	Move from hierarchy to clan (a)	110	3.58	0.52	8.224*** c>b, c>a
	Balanced clan-adhocracy-market-hierarchy(b)	236	3.57	0.56	
	Emphasize clan and adhocracy (c)	98	3.82	0.50	
		444	3.63	0.54	
Job satisfaction	Move from hierarchy to clan (a)	110	3.44	0.83	5.860** c>b, c>a
	Balanced clan-adhocracy-market-hierarchy (b)	236	3.41	0.88	
	Emphasize clan and adhocracy (c)	98	3.76	0.85	
		444	3.49	0.87	



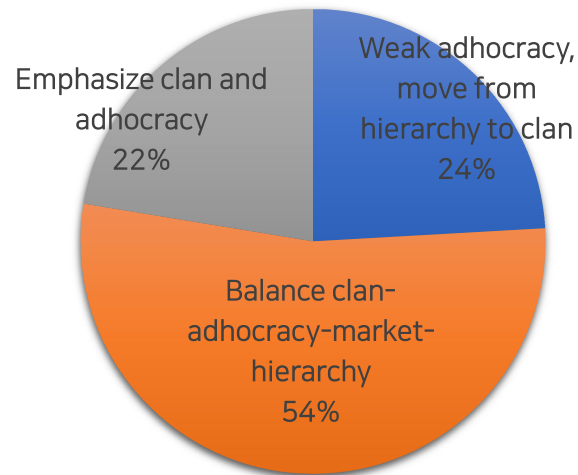
Differences in members' empowerment, job satisfaction, turnover intention by culture type

- Members' turnover intention by culture type

		Yes	No	Other	χ^2
Turnover intention	Move from hierarchy to clan (a)	68(24.7%)	159(57.8%)	48(17.5%)	10.630*
	Balanced clan-adhocracy-market-hierarchy (b)	36(24.5%)	66(44.9%)	45(30.6%)	
	Emphasize clan and adhocracy (c)	6(27.3%)	11(50.0%)	5(22.7%)	
		110(24.8%)	236(53.2%)	98(22.1%)	



Summary of results



- The organizational culture of South Korean NPOs can be grouped into 3 types
 1. Balanced clan-adhocracy-market-hierarchy is the most common organizational culture (54%)
 2. Weak adhocracy, move from hierarchy to clan (24%)
 3. Emphasize clan and adhocracy (22%)

* All have a low orientation of market culture



- NPOs are forming different organizational cultures based on their history, size, management body, founding purpose, etc.
 1. Balanced clan-adhocracy-market-hierarchy type of organizational culture: Varied such as new NPOs ~ NPOs with a long history, small-scale ~ large scale
 2. Weak adhocracy, move from hierarchy to clan: high ratio of foundations, relatively longer history, many larger NPOs
 3. Emphasize clan and adhocracy: More small-scale, short history, supporting rights of minorities such as women·disabled people·human rights

- “When you see the organization’s mission, you can see its organizational culture” – Organizational culture is formed in the way we think, the way we speak, the way we believe
- Members’ empowerment and job satisfaction are high when there is not much difference between the current organizational culture vs preferred organizational culture
- But there is a difference in the turnover intention – other characteristics (organization’s stability, etc.) that are not included in this research also need to be considered



III. Understanding organizational culture through the stories of NPO workers

1. How is the NPO environment changing, and how are organizations responding to it?
2. How is our current organizational culture specifically showing itself?
3. What is the desirable organizational culture for the future?
4. How is our organization responding to the efforts for the internalization of the organizational culture and to value conflicts?
5. Other: What difficulties are NPO members experiencing?



Outline of qualitative research

1. Focus Group Interview (FGI)

Group 1	13 July 13:30 – 15:30
Group 2	13 July 16:00 – 18:00
Group 3	14 July 13:30 – 15:30

2. Participants

	Organization establishment (year)	Group	Gender	Age	Position	Responsibilities	Tenure (years)
A	2000	Group 1	F	20s	Staff	PR/Marketing/External affairs	1 ~ less than 3
B	2013	Group 1	F	30s	Middle manager	PR/Marketing/External affairs	3 ~ less than 6
C	2000	Group 1	F	20s	Staff	Other	3 ~ less than 6
D	2018	Group 1	F	30s	Staff	Education & research	1 ~ less than 3
E	2000	Group 2	F	40s	Middle manager	Planning/General management	6 ~ less than 10
F	2008	Group 2	F	20s	Staff	PR/Marketing/External affairs	1 ~ less than 3
G	1987	Group 2	F	40s	Middle manager	R&D management	6 ~ less than 10
H	2013	Group 3	M	30s	Staff	HR/Legal	3 ~ less than 6
I	2000	Group 3	F	30s	Staff	Planning/General management	6 ~ less than 10
J	2015	Group 3	F	30s	Middle manager	Services (purpose-centered work)	6 ~ less than 10
K	1987	Group 3	F	40s	Staff	Services (purpose-centered work)	1 ~ less than 3
L	2018	Group 3	M	20s	Staff	Services (purpose-centered work)	Less than 1



Analysis results: 7 topics, 26 categories, 55 concepts

- Perception of rapid environmental changes & sense of organizational crisis
- Relief in securing stable finances
- Deep concern for financial sustainability

Concerns about environmental changes and NPO's sustainability

- Formation of close relationships & active communication
- Members' opinions reflected in the organization's decision-making
- Members are supported through communication with the leadership
- High morale as members are guaranteed task discretion

Clear clan (collaborate) culture

- Noticeably systematic and vertical characteristics
- Conflicts arise from top-down decision-making process
- Problems occur due to poor internal communication
- Lack of initiative as discretion isn't guaranteed

Clear hierarchy (principle) culture

- Innovation in the organization by changing the mission and vision
- Changing the organization's management style

Innovation of organization

- Hope for a stronger clan (collaborate) culture
- Hope for a culture that functions upon on a solid system
- Hope for a stronger adhocracy (create) culture
- Hope for a stronger market (outcome) culture

Hope for the organization al culture in the future

- Official discussions on the mission and vision
- No official discussions on the mission and vision
- Conflicts with organization's values
- Conflicts arise within the organization due to the lack of internalization of core values

Internalization of the organizational culture

- No respect for members' right to work
- Application of corporate-style performance management
- Feel my limitations in the organization
- Satisfaction with the work environment
- My expectations for the organization

Light and darkness for NPO workers



III-1 . Concerns about environmental changes and NPO's sustainability

- More than anything, NPO members were feeling a strong sense of crisis about the changes of the social environment as they perceived a lower social solidarity towards the existence of NPOs or less differentiation between NPOs and the private sector.
- They also had deep concerns for sustainability as NPOs are financially vulnerable.

Category	Concept
Perception of rapid environmental changes & sense of organizational crisis	Feel a sense of crisis due to the intense environmental changes
	Changes in social values are threatening the organization
Relief in securing stable finances	Relief in securing stable finances
Deep concern for financial sustainability	Instability as financial income is reliant on a single donor
	Difficult to obtain immediate operating costs
	Discussions on revenue-making services to secure finances



III-1. Concerns about environmental changes and NPO's sustainability

1) Perception of rapid environmental changes & sense of organizational crisis

- NPO members had a serious sense of crisis and concerns about the existence of NPOs due to changes in social values, blurring boundaries between the private and nonprofit sectors, etc.

(1) Feel a sense of crisis due to the intense environmental changes

There were a lot of ups and downs, and now we are facing a serious backlash against the civil society and feminism.

(Participant G)

"If you stand still, you fail"... We know this but because we don't have much experience related to this... the value within our field is so precious and noble. (Participant I)

(2) Changes in social values are threatening the organization

Even private corporations are bringing social value to their forefront with much more sophisticated marketing, and many organizations other than the traditional NPOs are emerging that are carrying out social missions in diverse ways, so our existence is being threatened... (Participant I)



III-1. Concerns about environmental changes and NPO's sustainability

2) Relief in securing stable finances

- For participants who experienced the impact an NPO's financial instability can have on its members, there was much relief in their organization currently securing stable finances.

As I experienced this (NPO's financial instability) working in the nonprofit sector, I experienced that finance is inevitably important in a capitalist society. I felt firsthand that we need a system that is financially stable to an extent for our work to go smoothly and people to work sustainably. So, we accumulated a lot of funds. A huge amount. Now our role is giving it out to groups that are doing projects related to reunification. So quite a lot has been exhausted, but we're continuously using our budget. (Participant J)



III-1. Concerns about environmental changes and NPO's sustainability

3) Deep concern for financial sustainability

- NPO members showed deep concern for the existence and sustainability of their organization for reasons such as complete reliance on a single donor, big drop in donations to the civil society, and financial pressure from ever-increasing expenditures.

(1) Instability as financial income is reliant on a single donor

Our organization was set up through 100% donation from an individual, and we don't do any fundraising activities. If we don't receive any support (funds) from outside, we could disappear. Then where will we go... I think we're an organization with a lot of personal concerns.(Participant B)

(2) Difficult to obtain immediate operating costs

We really don't have anything for next year... even in a few months' time, so it's an urgent situation. We've been hit hard financially and have lost a lot of support, so with this problem sustainability is difficult. (omission) Our budget is tight, but we have so much to do. And work keeps coming in and things happen every day and we need to deal with them... With this situation, we must work hastily, and I think lack of money has the most negative impact on our organizational culture. (Participant G)

(3) Discussions on revenue-making services to secure finances

As we operate on funds there is a pressure on our budget, and because things aren't going smoothly there are more talks in the organization about profit-making. So far, we have been maintaining ourselves through corporate funds, and our team's work is especially similar to what 'accounting consultants' do. (Participant D)



III-2. Attributes of current organizational culture

1) Clear clan (collaborate) culture

- NPO members are close and communicate actively within the organization, and based on this they form a sense of community and belonging and gain momentum. They also receive support through one-on-one meetings with their supervisor/top leadership and improve their morale in a culture that respects the staff's opinions about the work.

Category	Concept
Formation of close relationships & active communication	Consider communication between members and horizontal decision-making to be important
	Feel encouraged by close relationship between members
	Consider amicable relations with outside organizations to be important
Members' opinions are reflected in the organization's decision-making	Decision-making after discussions with the person in charge of the work
	Implement horizontal communication
Members are supported through communication with the leadership	Share the individual's vision through meetings with the top leadership
	Middle leadership act as the window for communication
	Receive support through one-on-one meetings with the supervisor
High morale as members are guaranteed task discretion	Staff plan and try out new ideas
	Satisfaction from guarantee of task discretion and open discussion structure



III-2. Attributes of current organizational culture

1) Clear clan (collaborate) culture

(1) Formation of close relationships & active communication

- Members enjoy active communication based on a close relationship and feel encouraged by the cohesiveness within the organization. They also have cooperative relations with outside organizations that is based on trust.

① Consider communication between members and horizontal decision-making to be important

At present, as the relationship among members is important, when we work, internal communication is very important. And whenever we were asked what we considered to be important in our organizational culture or the way we work or our values, what often came up was mutual respect... (Participant E)

② Feel encouraged by close relationship between members

When we conduct surveys on our organizational culture, we find that what keeps us going is the encouragement from coworkers who think like me and do the same kind of work as me, so I think we're a strong clan-oriented culture... (Participant I)

③ Consider amicable relations with outside organizations to be important

But we also seek a clan (collaborate) culture with the outside. With outside funders, for example, we very clan-oriented... (Participant A)



III-2. Attributes of current organizational culture

1) Clear clan (collaborate) culture

(2) Members' opinions are reflected in the organization's decision-making

- In the decision-making process, members are respected, horizontal communication implemented, and decisions made through discussions. This increases the cohesion and compliance of the members.

① **Make decisions after discussions with the person in charge of the work**

In making decisions, whoever shares an idea, it will most likely come to fruition. And though the president makes the final decision, there is rarely an instance when the president brings something to us independently and makes us follow it as a command. Even if the president receives a suggestion from elsewhere, if it's to do with our work, it will be discussed with our team first and then a decision made. The decisions reflect our opinions a lot. (Participant A)

② **Implement horizontal communication**

When the staff say they would like to do something, their views aren't ignored, and whether the idea can be applied or not it's considered even once. As this is the general atmosphere, the top leader's thoughts are also adhered to. We're a good group of staff. (Participant J)



III-2. Attributes of current organizational culture

1) Clear clan (collaborate) culture

(3) Members are supported through communication with the leadership

- Through one-on-one meetings with the top leadership, members are asked the question, 'In your opinion, is the direction of our organization the right fit with your vision?' In the process of asking about the congruency with the organization's direction, members feel they are respected and supported. Also, the middle managers serve as the intermediary and explain to the members about the organization's decisions and deliver the members' thoughts, and the supervisors provide career counseling to the members. Cohesion increases through such diverse communication channels.

① Share the individual's vision through meetings with the top leadership

Once in the summer and once in the winter, the president calls us out to a café and asks us everything. So far, we can be honest with our answers. The president is very accepting of our comments, so we can shake off everything. And we're asked if the direction of our organization as we see it fits with our own vision. (Participant A)

② Middle leadership act as the window for communication

Because it recently occurred to me that if the top leader just decides something... nothing can be done about it... but we need someone who can sort it out and stitch it together, and I believe the only person who can do that is the line manager. (Participant H)

③ Receive support through one-on-one meetings with the supervisor

I think I consult a lot with team leaders and others who have similar concerns as I do. Especially now that I'm determined to become a researcher, it helps to even talk to someone in the organization who went through a similar situation in their career as me. (Participant D)



III-2. Attributes of current organizational culture

1) Clear clan (collaborate) culture

(4) High morale as members are guaranteed task discretion

- Members feel a sense of responsibility and gain motivation when they are guaranteed task discretion to think and decide for themselves in their work and perceive the management structure to be one where they can have discussions whenever there is a problem.

① Staff plan and try out new ideas

When I came to the organization, I understood what working from scratch meant, and there is so much discretion. Since coming to this foundation, I've been starting new campaigns for four years but none of them have been the same. There's no manual. Everything really is new, and I have the discretion to do what I want to do and challenge anything I want to challenge... And even now what I'm doing is something I've never experienced before. (Participant I)

② Satisfaction from guarantee of task discretion and open discussion structure

The atmosphere here is that you're considered to know what you're doing. So, you don't have to report every time and when you receive a deadline, you just have to do it within that time and then report it. You do things liberally, and if you've done a good job you'll receive a compliment, and if there's a problem, we'll think over it together... I think this works well for me so it's a good motivator, so in terms of atmosphere and vision it's a good fit... The work environment is also very liberal, and you're given a lot of respect in terms of task discretion. (Participant L)



III-2. Attributes of current organizational culture

2) Clear hierarchy (principle) culture

- Organizations have a clear system for the departments and a distinct vertical structure. There is disappointment and exhaustion from the unilateral decision-making of the top leadership and the rest of the members having to follow it, and misunderstandings and conflicts due to lack of communication have also been pointed out. Participants also expressed a decrease in creativity as task discretion isn't guaranteed.

Category	Concept
Noticeably systematic and vertical characteristics	A rigid and strictly systematic organization
	Emergence of vertical hierarchy after organizational restructuring
Conflicts from top-down decision-making process	Whole organization follows the decision of the top leadership
	Exhaustion from unilateral, directive communication
	Difficulty from supervisor's unilateral assignment of work
	Disappointment when the organization's decision is different from individual's expectations
Problems due to poor internal communication	Confusion from discrepancy in the decisions among the leadership
	Deepened misunderstanding and conflict from lack of communication
Lack of initiative as discretion isn't guaranteed	Frustration as task discretion isn't guaranteed
	Working passively without task discretion



III-2. Attributes of current organizational culture

2) Clear hierarchy (principle) culture

(1) Noticeably systematic and vertical characteristics

- Participants indicated that the current organizational culture is structuralized, hence systematic and rigid with a cultural difference between the top leadership and young staff. Moreover, when organizations expand and departments form, a vertical hierarchy emerges, which, depending on the organizational size, is also deemed necessary.

① A rigid and strictly systematic organization

I think it's rather structuralized. I think there's too much of a hierarchy. (Participant D)

Two people were from public organizations, so they are quite rigid and strict about hierarchy, and those from the corporate sector are more liberal, but there is a large generational gap as we have a lot of young staff. My personal concern is about an organizational culture with this kind of gap with the leadership, and I think there is a hierarchy... (Participant H)

② Emergence of vertical hierarchy after organizational restructuring

We now have a supervisor system, so these days I feel we are becoming more like that (hierarchical) organization. Those with more experience will have more work, but with the organizational change, we became vertical... I think we're more structuralized. I think we have too much 'hierarchy.' (Participant A)

Our organizational structure is now a pyramid-shaped triangular structure. We also have a president, director, and three departments with department heads and the activists. This reorganization took place two years ago, but before then we still had chief officers, department heads, and such titles. If a team is formed in this way, a hierarchy is inevitable. (Participant G)



III-2. Attributes of current organizational culture

2) Clear hierarchy (principle) culture

(2) Conflicts from top-down decision-making process

- The top leadership unilaterally makes the important decisions of the organization, and the members have to follow the directives. Conflicts arise and there is exhaustion from the lack of mutual communication with the members. Participants also stated they feel disappointment when tasks are given unilaterally or when they witness the organization making decisions that are different from the members' expectations.

① Whole organization follows the decision of the top leadership

Our donor is our founder, and when it comes to our services the donor lays out an extremely clear frame and we have work within that box, so it's a very simple structure. But when we have a president or member who doesn't like the box or wants to achieve something more innovative, it would lead to some conflict... (Participant B)

② Exhaustion from unilateral, directive communication

Because we were so busy, we didn't have team meetings. We couldn't have a meeting. We only had two people in the team. But now we've employed someone to be in charge of the funds, so we have team meetings. (omission) I could talk but I wasn't being heard, and as it wasn't a two-way communication and it was a one-way communication, I stopped talking... (Participant F)



III-2. Attributes of current organizational culture

2) Clear hierarchy (principle) culture

(2) Conflicts from top-down decision-making process

③ Difficulty from supervisor's unilateral assignment of work

One day, without warning, I was suddenly allotted a task that had nothing to do with my job description. It was like suddenly having to design something when you're not a designer. Then from the start, you need to be informed and given an explanation about what this task has to do with our mission and what its ultimate purpose is. I don't think work should just be dropped on you like that... it shouldn't be given like a notice. (Participant F)

④ Disappointment when the organization's decision is different from individual's expectations

When there is a difference between the leadership and the members, or the leader makes a decision that is different from what the members had in mind. Then there could be disappointment and conflict... (Participant E)



III-2. Attributes of current organizational culture

2) Clear hierarchy (principle) culture

(3) Problems due to poor internal communication

- Participants pointed out that they have experienced misunderstandings and conflict due to lack of smooth communication between members within the organization and individuals understood the organization's message in from their own stance. There is also confusion from the discrepancy among the leadership when differing decisions are made and communicated.

① Confusion from discrepancy in the decisions among the leadership

There are times when the staff has to suffer because the leaders have incongruent views. For the staff, if we're going to follow that person, we would like our presidents to follow the person as well, but they don't have the experience or seniority for it, so it's hard. That's why there is confusion from the decisions among the leaders.

② Deepened misunderstanding and conflict from lack of communication

Even though there are only two teams doing this, when we were divided into two, a barrier emerged between us where we don't know what the other team is doing in real-time. So, we barely catch up through the monthly meeting and find out what our organization's PR team is doing (omission) and when (our team changed) in the middle, an extra procedure was added for our team. A message might be delivered to the designer that wasn't my intention or something might be delayed. When we got a supervisor, I think from the beginning the relationship between our supervisor and their section head started to break down... (Participant A)

I think because we each have differing views, when something happens, we think differently about it, which leads to misunderstandings, and the rumors that spread about them lead to deeper misunderstanding. (Participant C)



III-2. Attributes of current organizational culture

2) Clear hierarchy (principle) culture

(4) Lack of initiative as discretion isn't guaranteed

- NPO members expressed that when their task discretion isn't guaranteed and they don't have much authority over their decisions, they aren't creative, work passively, and get stressed.

① Frustration as task discretion isn't guaranteed

In my innermost part, I have the tendency to be imaginative and creative when I'm given some discretion. That's why I'm always a bit stifled... These days, I'm thinking more that if I had a little more discretion, I could personally try something that requires some creativity. For instance, if I think about it, when I was doing volunteer work independently and not as part of an organization, I was creative and had higher morale... (Participant J)

② Working passively without task discretion

I wish innovative agenda or research areas needed to deal with this value could be understood more at the working level. For example, we might make a suggestion, but it's not understood... (receiving feedback like) this isn't something to report on, this isn't interesting, then from our viewpoint, we say, 'Then you (chairman) decide for us. We'll follow what you decide.' This is what ends up happening. (Participant D)



III-2. Attributes of current organizational culture

3) Innovation for the organization

- When asked about the current organizational culture, participants who answered that the innovation of their organization came to mind pointed out that the members of the organization were participating in changing the mission and vision to reflect the core values of the organization as well as the organizational management system.

Category	Concept
Organizational innovation by changing the mission and vision	Innovation of old mission/vision/values
	Edited the mission to reflect social changes
Changing the organization's management style	Innovation of the organizational management system
	Innovation by trying new services: Idea meetings where disagreement is forbidden



III-2. Attributes of current organizational culture

3) Innovation for the organization

(1) Innovation by changing the mission and vision

- Participants stated that all members took part in newly establishing the organization's mission and vision to reflect the environment and aims of the organization.

① Innovation of old mission/vision/values

It's innovation. Last year, we changed our mission and vision for the first time in decades. We also set out new core values, and this year we're internalizing them as we carry out our services. Since we've also adopted a new system, there's a lot of changes happening internally. We set up our mission and vision together as an organization for the first time in a long time during our workshop last year. (Participant C)

② Edited the mission to reflect social changes

What first caught my eyes was innovation. (omission) in a similar vein, last year, we changed our mission for the first time. As someone who strongly supports the social model of disability, I joined this organization as a challenge, and I came here knowing that the medical business model is at the center. And last year, we changed our mission based on the UN Convention on the Rights of Persons with Disabilities to express our support for the guarantee of the rights of disabled people to people with hearing disabilities... The Convention writes out all the representative phrases for the social model of disability, and I took the fact that our organization included them in our mission as innovation. (Participant A)



III-2. Attributes of current organizational culture

3) Innovation for the organization

(2) Changing the organization's management style

- In changing the organization's mission, the members' opinions are gathered to change the organization's management style and system to achieve the mission. Furthermore, to attempt new services, regular meetings are held with the participation of all members and 'If someone shares an idea, it's initially written down.' The meetings have changed into open idea meetings where there is no 'but' or 'so' and disagreement is forbidden.

① Innovation of the organizational management system

I think in the HR system, we can come closer to innovation when members gather their thoughts. Of course, having a majority doesn't mean it's right, but as the saying goes, 'Two heads are better than one,' I think when the majority join in sharing their opinions and think of ways to make things better, that's innovation. (omission) I think the outcome of what we gathered is innovation. There are people with more experience, and the younger people are at a disadvantage, so to lessen this gap we've completely changed everything. (Participant C)

② Innovation by trying new services: Idea meetings where disagreement is forbidden

As we're increasing our areas of service, we're developing new tasks every year... Significantly, starting this year we've gone beyond national borders to provide support overseas... (omission) To engender new ideas, our team and the external affairs team have an idea meeting every other month. Even then, if someone has an idea, we initially write it down. We're not allowed to say 'but' or 'so'. 'But' is forbidden; disagreement is forbidden. We first add a positive idea to it and organize it and reflect it in the actual proposal. In think this is quite innovative. (Participant A)



III-3. Hope for future organizational culture

- For the question on what they hope their future organizational culture to be, most of the participants replied that they hope for a stronger clan culture but also for adhocracy in their work. Others stated the need for an organizational structure that isn't swayed by the change in leadership or staff and for a competitive organization with a market (outcome) culture.

Category	Concept
Hope for stronger clan (collaborate) culture	Hope for stronger clan culture for communication
	Hope for harmony between clan (collaborate) culture and horizontal organizational culture
Hope for culture that functions on a solid system	Organization that functions on a solid system
Hope for stronger adhocracy (create) culture	Hope for innovation while carrying out socially expected role
	Aim for adhocracy culture based on consultation with members
Hope for stronger market (outcome) culture	Find ways for market (outcome) culture



III-3. Hope for future organizational culture

1) Hope for stronger clan (collaborate) culture

- Participants who hope for a stronger clan culture in the future stated that a horizontal organizational culture is desirable that brings better performance based on a firmer relationship between members and discretion and rights given for more efficient and clearer communication, even though there is a hierarchy.

(1) Hope for stronger clan culture for communication

I think a hierarchy will be inevitable and it's necessary if we grow in size and also for efficient communication. But for communication to be made without misunderstandings, I think we should seek a clan culture more even if we have a hierarchy. (Participant A)

(2) Hope for harmony between clan (collaborate) culture and horizontal organizational culture

Though clan culture might not be the best expression, I think what would be ideal is a decision-making process in which everyone is equal and everyone's opinions are mediated well. At the same time, where we don't put too much energy into the decision-making process and can work with discretion, in other words where the person doing the work is given as much rights and discretion as possible to bring results. Does this sound too ideal? It's about giving the right to the person doing the work, not to a title... (Participant G)



III-3. Hope for future organizational culture

2) Hope for culture that functions on a solid system

- Among the participants were those who considered their current organizational culture to be a desirable one, and regardless of changes in the leadership or staff in the future, it was necessary to consolidate this system.

(1) Organization that functions on a solid system

I heard the current leadership changed a lot when they first came. As we're a union group, the leadership serve a set term and are changed by vote when their term ends. But the current leadership have changed this a lot, this stiff culture. I heard that they made a lot of effort and completely changed it. Seeing this, I remembered that in my previous organization, my concern was that a small organization is influenced more by its leadership. So, I realized that organizations need a system where the entire organization doesn't stagger no matter who comes... (Participant K)

Forming a philosophy and culture that isn't shaken no matter who comes... *** Since we all agreed to follow this culture, we set up an internal leadership selection process. It fits so well that I want to spread it to other organizations... (Participant I)



III-3. Hope for future organizational culture

3) Hope for stronger adhocracy (create) culture

- Participants expressed hope for a leading culture and adhocracy culture in the future, where NPOs can carry out the role expected of them by society. They also stated that such adhocracy culture needs to be built on the discussions and agreement of the members.

(1) Hope for innovation while carrying out socially expected role

This is my fifth year in this foundation. Previously, our foundation was a leader in raising issues and doing campaigns. But then we started to slow down, and issues are raised internally but we're worried that we're not able to raise them outside. We've undergone a major change. And the foundation isn't growing beyond the current members. So, I hope that instead of each member being passive, we can have a situation where we have courage and say let's try this or let's try that.

(Participant C)

(2) Aim for adhocracy culture based on consultation with members

I think we can come closer to innovation when members gather their thoughts. Of course, having a majority doesn't mean it's right, but as the saying goes, 'Two heads are better than one,' I think when the majority join in sharing their opinions and think of ways to make things better, that's innovation. (omission) I think that when members' opinions are attuned and better ways to do things or do marketing are looked for, the outcome itself is innovation. (Participant F)



III-3. Hope for future organizational culture

4) Hope for stronger market (outcome) culture

- Participants indicated that market (outcome) culture needs to be emphasized for the future of their organizations.

(1) Find ways for market (outcome) culture

I think we're considering market (outcome) culture as more central now. It's time for us to think about which part of our work is considered successful and efficient by those outside... (Participant L)



III-4. Internalization of organizational culture

- Regarding the process of sharing the organization's mission, vision, and values and their impact, participants stated that they are encouraged when there is a discussion system and work-related value conflicts are resolved or when there are shared values with their co-workers. But they said they experienced value conflict and collision in their work-related decisions when there is no internalization process for the organizational culture or there is no discussion system.

Category	Concept
Official discussions on the mission and vision	Regularly share the vision
	Provide opportunities for the organizational innovation and identity to be discussed
No official discussions on the mission and vision	Do not share the vision in official meetings
	Difficulty in holding meetings to discuss the vision
Conflicts arise within the organization due to the lack of internalization of core values	Conflicts due to the discrepancy in the individual's values and the organization's mission
	Feel value conflict in decision-making related to work
	Conflicts arise within the organization as work is conducted without discussions on the core values
Positive impact of discussing and sharing organizational values	Discuss and resolve issues of value conflict within the organization
	Feeling of satisfaction when the organizational values and my values are congruent
	Encouraged by sharing values and modeling with co-workers



III-4. Internalization of organizational culture

1) Official discussions on the mission and vision

- Participants stated that they have opportunities for discussions to share the mission and vision with members through vision meetings or workshops in the organization.

(1) Regularly share the vision

After the restructuring, we meet once a month. So, the vision meeting we had today is also held monthly by one secretariat, and when we have our evaluation, it's a proper management evaluation... (Participant G)

(2) Provide opportunities for the organizational innovation and identity to be discussed

As the organization underwent a reorganization, we had a workshop, and before the workshop we also had group-level discussions. With them, we had a whole workshop, and now we don't have an official workshop, but recently we held a sort of innovation camp where we share ideas about what we need for our work and system based on the alignment of our organizational identity, and we form teams and try them out... (Participant E)



III-4. Internalization of organizational culture

2) No official discussions on the mission and vision

- Participants reported that there is no system within their organization for members to officially discuss the mission and vision or pointed out that it isn't easy to set up a discussion system for different organizations throughout the country to discuss their mission and vision.

(1) Do not share the vision in official meetings

There is no official time like before, but I've set my own goals of what I want to do this year, and I have a one-to-one meeting with my team leader. The vision within the organization can only be a work-related vision. As we are an organization that practices in the field, we can only cater to what we're told to do. (Participant B)

(2) Difficulty in holding meetings to discuss the vision

We're actually approaching our 40th anniversary so we've been saying we need to start discussing our vision. Recently the secretariat has started talks (omission) and if we really begin them then we can't do it on our own but need to gather all our member groups. But then they need to come with some representation, which means in the discussions we need to return to the mistakes we made in the past. (omission) We all worked together, but it turned out that the director of a certain group hadn't thought about this issue in the director's group. For people in other groups, even though they were co-directors, they didn't know anything about this. (omission) For example, not everything is shared about each issue, so it's difficult for anything to come out fully integrated. (Participant K)



III-4. Internalization of organizational culture

3) Conflicts with the organization's values

- Participants stated that as members of an NPO, when their personal values and the organization's mission were incongruent, they were confused about which value to put first in their decision-making for work. Moreover, as the organization's core values weren't fully discussed, there wasn't enough internalization, and the values underwent conflict when they were 'only left as text.'

(1) Conflict due to the discrepancy in the individual's values and the organization's mission

Personally, I have a lot of interest in human rights issues, but as someone working in my organization, I realized I wouldn't be able to go to such places, and I went through a stressful period because I was clearly working in this sector, but I realized this wasn't aligning. (Participant K)

(2) Feel value conflict in decision-making related to work

As we carry out our services through funds, an important value is that the work we do is a fulfillment of what our donors hope for in their support as people who are providing the funds. We really respect them. But as someone working here, the rights and situation of the beneficiaries are also important, and they can clash with each other. (Participant E)

(3) Conflict arise within the organization as work is conducted without discussions on the core values

Conflicts arose between departments, and there would be differences in interpretation. And though we have a mission, vision, and core values, because they're only in writing and textual they're not implemented at all in the decision-making or work, and it's been a long time since we've gathered to discuss this issue... so there have been a lot of conflicts (due to this). (Participant E)



III-4. Internalization of organizational culture

4) Positive impact of discussing and sharing organizational values

- Participants stated that when they find a value conflict while carrying out their work, they resolve the conflict through the organization's discussion system. They also said they felt meaning when their values and the organization's values coincided and emphasized the importance of sharing values, commenting, 'I gain a lot of momentum by working while learning the values of great people (co-workers).'

(1) Discuss and resolve issues of value conflict within the organization

When there is a policy issue, often the timely issues will be brought for discussion to the meeting table, and in discussing them, values are revealed (Participant K)

(2) Feeling of satisfaction when the organizational values and my values are congruent

In this aspect, I joined the organization with an awareness of it, and a reason I joined was because I wanted to work in this area and was interested in it, so I think I it is the right fit in this way, and I think the individual and the organization are congruent on this standard. (Participant L)

(3) Encouraged by sharing values and modeling with co-workers

And I seem to know a lot, but when an activist or group show me values on a higher level, I continue to exist and grow in it? I think I had many great people around me in that way. So, as we continue to explain this, we're motivated a lot by working while learning the values of great people. (Participant E)



III-5. Light and darkness for NPO workers

- Participants shared their difficulties as NPO workers when their organization pressures them to sacrifice themselves and only applies corporate standards of performance, or when they have to worry about changing the social environment based on the organization's mission or about their life after retirement.
- On the other hand, they stated that they become hopeful for their organization when they are certain about their chance for personal growth within the organization, have expectations for innovation in the organizational activities, or when the work environment is good.

Category	Concept
No respect for members' right to work	Compel individual's sacrifice
	Difficulty due to irrational work distribution and demand of responsibility
Application of corporate-style performance management	Implement corporate-style performance management
Feel my limitations in the organization	Overwhelmed by mission that creates change in the system and law
	Feeling of fear for my own survival as an employee
Satisfaction with the work environment	Satisfaction with the work environment
My expectations for the organization	Hope for the changing organization
	Expectations about the opportunities for my growth



Summary of Results

- Central discussion for current organizational culture of NPOs: Environmental changes and sustainability
 - Concerns for financial sustainability and private corporations' emphasis on social value are threatening the existence of NPOs
- Attributes of organizations that emphasize clan and adhocracy cultures
 - Clan culture
 - A culture that emphasizes participation and horizontal communication and isn't simply family-like and interested in one another
 - Mutual respect, growth, personal motivation through communication with co-workers and supervisors and modeling them
 - Counseling, encouragement, support through communication with the top/middle leadership
 - Adhocracy culture
 - Clan-like adhocracy culture based on changes in the mission and vision, attempts at new ideas, guarantee of task discretion, consultation of members
- Attributes of an organization with a desired hierarchy culture
 - Build stable system of vertical, top-down communication structure that isn't swayed by the leadership/members: Establish and share basic rules, processes, norms of doing work
- Cases of value conflict or clash can be overcome through the organization's official discussion system, internalization of organizational values
- Expectations for changing organization, ultimately linked to expectations for the chance for individual's growth



Conclusion

- Identified diverse organizational cultures in NPOs
- Environmental changes surrounding NPOs
 - What is expected of them? What kind of environmental changes will they go through?
 - With what organizational culture will they respond amidst this situation?
- An organizational culture is
 - related to the organization's existence and raison d'être
 - "process of finding the organization's image in order not to be dissolved"
 - expectations for the chance to grow for the individual
- Value conflicts and clashes can be overcome through the official discussion system of the organization and the internalization of the organizational values (culture)

So... at times.. **nevertheless...**

*discussions and sharing about the organization's raison d'être,
organizational values, organization's direction, and current way of work
for the members are needed*



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