Organisational culture is a complicated and wide-ranging concept that covers and affects many aspects of an organisation. Past and recent theory are explored and relevant industry examples are drawn from the service industry specifically hospitality. This area has been chosen because the hospitality industry is prominent in every country, covers a wide range and variety of facilities offered to consumers, therefore, can produce many different organisational cultures (Brotherton 2003). Furthermore, identification into how ethical and strategic decisions are encouraged by culture as well as their affect on culture is noted. Finally, the paper evaluates on whether it is possible for organisations to manage culture within companies and so what steps could be taken that may enable managers to further understand the effect of the organisations culture on both internal and more importantly external customers of business operations (Solomon, Bamossy and Askegaaard 2002).

Organisational culture has been relevant in academia for many years and was developed and adopted by many companies during the 1970's and 80's being popular way of reviewing organisations influenced from earlier study of organisational change (Fulop, Linstead & Lilley 2004). Taylor's scientific management approach (commonly known as Taylorism) comprised some elements of culture and social awareness *"which threatened the sub cultural influences of both organized labour and management"* (Fluop et al 2004:96). Even earlier, in the nineteenth century, through the work of Robert Owen, grounding of cultural in industrial organisations was established for future exploration. Later, many Japanese and eastern organisations that were growing steadily encouraged western organisations move the amount of bureaucracy from their business operations through firms changing their behaviour and therefore culture.

Many views from research conducted within organisations have come apparent including one concept of 'shiftitus', where different shifts within an operation, work against each other to become the best shift in the company by *"lying, cheating and stealing"* (Fulop et al 2004:96). This concept although prominent in 'strong' cultural firms, such as McDonalds, can be observed to clearly impact on customer service and value provided to customers; making a clear impact on total sales and profitability (Timm 2001). Additionally, company 'T'

reviewed by Fulop et al (2004)[1] provides clear vigilance in the way companies manage their employees, through culture. The 2 X 4 management approach within company 't' "which dealt with people verbally as though they were hitting them with a 2 x 4 plank of wood" (2004: 96), clearly reflects a strong cultural approach within the organisation and a similar concept to McGregor's theory X style of management (Mullins 2005).

Culture became highly prominent when Hofstede in 1980 produced research on the basic dimensions of culture (Mullins 2005). Later, Hofstede and Michael Bond adapted this in 1985 to become the five cultural core dimensions.

In 1967 Harold Garfinkel was progressing through his idea of ethnomenthology, which was an aspect of sociology which emphasised that taken-for-granted assumptions and rules may affect social life, identifying certain areas of how new members to a certain group would have to learn to be part of that particular set. Garfinkal and Barry Turners work (on exotic culture) produced in 1971, in some later years, an understanding of "…the importance of the implicit and taken-for-granted in forming our experience of organizations…" (Fulop et al 2004:97). This consequently led to a less ambiguous understanding of how people, think consciously, make decisions, make sense of data and how the process information is made in order to make decisions.

Current understanding on the aspect of organisational culture was developed in Japanese manufacturing firms during the 1970's, as more and more firms with individual phenomenon were studied, views and opinions changed about organisational culture.

"Bureaucracy is dead! The future belongs to those with strong cultures" (Gabriel 2001:192). This was produced in many bestseller in the 1980's and was a belief that if any firms wanted to progress into the future they needed a strong culture, following from research of the Japanese companies mentioned previously. These organisations has strong cultures "…which bond their members into highly cohesive and effective teams" (Gabriel, Finemana

[1] Company T is an organisation that Fulop et al (2003) provide as a case study to increase understanding, should readers wish to know more it is located in pages 93-95 of the book

dn Sims 2001:206). A close leadership bond influenced by national culture managed strong culture in these organisations. Successful companies were deemed those that had (and still believed now) strong cultures within, relating closely to strategy and strategic advantage (Gabriel et al 2001, Lynch 2000) in specific of the business sacrifices have to be made in order to retain a strong culture; in 1979 when Lee Lacocca took over Chrysler he gave himself a salary of $1, giving the indication that people would also have to do the same, for the good of the company.

Many authors have provided their own personal ideas, assumptions and understandings of organisational culture; Mullins (2005), Harris and Ogbonna (1997), Garden (2000), and Maul, Brown and Cliffe (2001), to name just a few. However, many of these authors relate back to the ideas and identification of Schein's work. Rosen and Wilson (1999) believe this philosophy to be a liitle obtrusive and too vague.

Moreover, Crane and Matten (2004) believe that organisational culture "…represents the overall environment or climate found within the organization." (2004: 136). From these views on organisational culture we can summarise theory, to be understood by managers within firms and defined as "…how things are done around here." (mullins 2005:891). Dibb, Simkin, Pride and Ferrel (2001) also believe that people's clothes, what people eat and how people socialise are also determinants of the organisational culture, consuming many aspects of life within an organisation. Through the authors own experience it is quite distinctive how hospitality organisational culture is differs substantially from many other industries. Long hours and the close community (of a hotel) where people work, live and socialise with the same group of people stronger and more concrete cultures ensue.