Chapter 12
Career Needs and Career Values:
The Mediating Role of Organisational Culture

Chi Maher
St. Marys University Twickenham, UK

ABSTRACT

This chapter explores the mediating role of organizational culture on managerial internal career needs and career values in small third sector social enterprises. Organizational culture refers to a set of basic assumptions in an organization such as symbols, artefacts, attitudes, and behavior as the way in which things are done in the organization. These assumptions are maintained in the continuous process of inter-action in the organization. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the career management of members of the organization. Understanding the career needs and career values of managers helps organizations to develop strategies to retain quality managers which will enable them to deliver and fulfil performance accountability requirements associated with delivering public services.

INTRODUCTION

This chapter seeks to contribute to our understanding of the influence of organizational culture on managerial internal career needs and career values in small third sector social enterprise organizations. Every organization develops and maintains a unique culture, which provides guidelines and boundaries for the career management of employees. Despite changes in career structures in the 21st Century, for example, the growing number of self-employment and contract work, etc. Majority of career still takes place in organizations (Baruch, 2004; Li et al., 2017, Maher, 2018), including small social enterprises

(Maher, 2015b, Maher, 2019). Therefore, the importance of understanding the influence or organizational culture on the internal career needs and career value of managers who manage and develop small social enterprise organization's activities is vital.

The concept of organizational culture was eluded as early as the Hawthorne studies in 1920's which described work group culture and the influence of the social, physical and psychological environment on workers. However, organizational culture gained momentum in the early 1970's when academics and researchers began to examine the key to organizations thriving in turbulent comparative times. In the 1980, Peters and Waterman (1982) argued that there are a number of common characteristics which are not policies or work practices but rather aspects of organizational culture. Schein (1985) defines organizational culture as the construction and negotiation of values and meanings as expressed through organizational artifacts, motivations, and behaviours. Other definitions of organizational culture often refer to 'the way we do things around here' (Lundy and Cowling, 1996). Lundy and Cowling (1996) contend that organizational culture is defined as the deeply rooted (often subconscious) values and beliefs shared by individuals in the organization' or 'the commonly held values and beliefs held within an organization'. Alvesson (2003), argues that organizational culture as 'constellation of implicit and emergent symbols, beliefs, values, behavioural norms and ways of working that shape and are shaped by individual and corporate actions and reflect underlying assumptions about social reality'.

These definitional variations are recognised as reflecting underlying differences in author's understanding and interpretation of the concept of organizational culture. What is clear is that, organizational culture is recognised as the hob of organizational life; the philosophies, attitudes, beliefs, behaviours and practices that define an organization. It also determines how an organization functions; within a particular sector. The organizational culture may reflect characteristics that differentiate one social enterprise from another, ranging from internal procedures to models of service delivery. Organizational culture has been widely discussed in terms of its link with, leadership (Block 2003; Scott et al., 2018), performance (Ogbonna and Harris 2002; Ogbeibu et al., 2018) learning (Lea 2003; Aksu and Özdemir 2005; Nightingale, 2018), change (Pun et al. 2002; Alshumrani et al., 2018), empowerment (Beil-Hildebrand 2002) and corporate governance (Volonté, 2015). Relatively little prior work has explored organizational culture impact on managerial internal career needs and career values in small social enterprises; despite increasing number of research reporting on processes and governance structures of social enterprise organizations (iDomenico, et al., 2010; Pasricha et al., 2018). Therefore, empirically qualitative study seeking to understand the mediating role of organizational culture on managerial internal career needs and career values in small third sector social enterprises is much needed.

INTERNAL CAREER NEEDS AND CAREER VALUES

The concept of a career has been examined by several disciplines such as, sociology, psychology, counselling, labour economics and business management studies. Its relevance as a topic of investigation lies in understanding manager's accounts of their career needs and career values. The career needs are conceptualised in terms of an individual's motivation and view of their career orientations and decisions between personal and professional life (Bidwell and Mollick, 2015 Greenhaus et al., 2018). It is connected with the individual's goals, aspirations and interests. This is about the way the individual defines the work they enjoy and cherish. The self-concept that seeks explicit answers from the following

Related Content

Investigation of Academicians' Positive Psychological Capital Perceptions and Problem Solving Skills

Aye Elif Yldzand Enise Topayl (2024). *Fostering Organizational Sustainability With Positive Psychology (pp. 131-150).*

www.irma-international.org/chapter/investigation-of-academicians-positive-psychological-capital-perceptions-and-problem-solving-skills/339873

Stress Management in an IT Professional Crisis

E. Devaraj, T. Y. Satheesha, Shiv Pratap Singh Yadavand R. Vara Prasad Kaviti (2024). *Business Continuity Management and Resilience: Theories, Models, and Processes (pp. 128-161).*

www.irma-international.org/chapter/stress-management-in-an-it-professional-crisis/342946

Implications Between Organizational Anthropology and Organizational Sustainability

José G. Vargas-Hernandez, Elsa Patricia Orozco-Quijanoand Omar C. Vargas-Gonzàlez (2024). *Fostering Organizational Sustainability With Positive Psychology (pp. 1-31).*

www.irma-international.org/chapter/implications-between-organizational-anthropology-and-organizational-sustainability/339868

Happy Wisdom Framework: A Step-by-Step Guide

Shivani Agarwaland Deeksha Dwivedi (2025). *Harnessing Happiness and Wisdom for Organizational Well-Being (pp. 263-294).*

www.irma-international.org/chapter/happy-wisdom-framework/368739

Cyber Bullying in the Health Professions: A Global Perspective

G. Kaviyaand Zidan Kachhi (2024). *Workplace Cyberbullying and Behavior in Health Professions (pp. 113-135).*

www.irma-international.org/chapter/cyber-bullying-in-the-health-professions/336772