

### **FOR BETTER OR FOR WORSE: ORGANIZATIONAL CULTURE AND EMOTIONS**

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#### **Abstract**

In this paper, we adopt the perspective that organizations would do well to continuously transform by aligning themselves with their environment and shaping a culture that encourages new challenges and maintains organizational health. We argue that the key to creating a healthy organization in the contemporary business environment is the strategic and intelligent design of organizational culture. We explore this issue by positing that culture's power is derived from the emotional needs of individuals and that the way in which it interacts with these emotional levers influences people, for better or for worse. It is our contention that there is a need to focus on both the process and outcomes of culture so that we can assess and manage the process and meaning to achieve the outcome of organizational health. We suggest that organizational culture is always used in organizations as a form of social control, whether consciously or unconsciously, and it is how it is used that determines whether it is dark or not. We conclude the paper by identifying the key indicators associated with healthy and unhealthy organizational cultures.

**PLEASE REFER ANY ENQUIRIES ABOUT THIS WORKING PAPER TO THE AUTHOR**

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