

Chapter 46

Organizational Culture in Higher Education

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ABSTRACT

Universities who are higher education organizations, have an academic and autonomous construction by performing education, basic and scientific researches, community's duty functions that they take on, they improve a particular organizational culture. The organizational culture that a university has makes it different from other universities by its values, basic assumptions and norms, leaders and heroes, symbols and language, stories and legends, ceremonies and customs. In this study, the terms organization and culture were clarified first and the culture of organization and organization culture in the higher education was studied afterwards.

INTRODUCTION

Today, a quick change having been experienced, what's been getting harder for some organizations to keep up with, where some have been the determiner of this change, and it's seen for some organizations that they're weak since they've been in an indefiniteness on what's good or bad for themselves and whether something's been objected to or not (see Table 1). If we have a glance at the organizations who determine the rapid change, it's clearly seen that they're strong to have determined this change not by chance, but in respect of the hypothesis, norms and the values it owns. In this study, the terms "Organization" and "Culture" were clarified first and "The Culture of Organization" and "Organization Culture in the Higher Education" was studied afterwards.

Organization

Organizations first of all are the one each little models formed by people. Today, people spend most of their time in various organizations. Each action of a person is connected to an organization or occurs in it. Social or personal requirements cause to be formed new organizations. The definition of Organization

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Table 1. The Story of Five Monkeys

They place five monkeys in a cage, with a ladder in the middle and hang the bananas up also to the top of the ladder. When each monkey wants to reach bananas by climbing the ladder, they pour the cold water over their heads. Each monkey who tries the same is wetten by the cold water, and all become sopping wet at the last of these experiments.

The monkeys who move towards to the bananas are prevented by the others after a while. When one of the monkeys heads to the bananas hanging up at the top of the ladder, the others topple it over the ladders and beat him, because they know very well now that whoever of them attempts to get the bananas, he fails, they get wet by the cold water and after a bit later, as they accept the truth, they start walking around by looking at the bananas they want to eat, even they know well that they won't be able to do.

Afterwards, one more monkey in wet is taken out of the cage and a new one is placed instead. The first job of this new monkey is climbing the ladder to reach the bananas, and the others don't allow him again to do that and try to prevent him, but the new one isn't able to understand why the others prevent him to get to the bananas. This monkey who is quite hungry again makes a second attempt sometime later and this costs a pretty penny for him. He is beaten by the other four monkeys even before approaching to the ladder. He never understands that why he's always being kicked by the others and as he gets to be kicked by the others for his each attempt, he also-like the other four- starts walking around the cage by watching the bananas from a distance despite he feels hunger deeply.

After a while, the second of the wet monkeys is taken out of the cage and a new one is put again. As soon as he gets in to the cage, he just climbs the ladder to get the bananas and he naturally is beaten by the others. The most interesting point that who beats the second one violently is the 1st new monkey... And also the third one of wets is changed This third is punished at his first attack. The new two monkeys have no idea about why this new monkey is beaten by the others

For the last, the 4th and the 5th of the wet monkeys are changed with the news. These two new monkeys run towards to the ladder as soon as they see the bananas., but, these new ones who comes in to the cage more before than the last two ones, beaten by the others and never know why they are beaten, even kick the last two monkeys like they were kicked before. Though the bananas hanging up over them, they cannot approach to the ladder. Because here, it's always been this way and it always will be like that.

that keeps an important place in people life is tried to be explained by different philosophers. Organization Barnard (1994) is described as "A system based on two or more people's' power or activities that's been coordinated consciously". Organization Schein (1970) is explained "as the rational coordination of the activities of people who become together by making and sharing jobs to realize a purpose. On a large scale, the organizations are the basic tools constituted to able to solve the problems and the business which people can't come over or they can't realize". To describe organization, many metaphors are benefited from in the past. Despite the most used ones are the machines and organism metaphors, these are founded insufficient to clarify the abstract ways and qualifications of the organizations since they mostly evaluate the physical ways and size that can be seen obviously. In respect of the new approachments which are tended to explain the abstract ways, the organizations are accepted as the social constructions that are formed by sharable meaning system. Organizations are the open systems which have their own particular cultures, get inputs from the community and serve by giving outputs to the community. They are always in an interaction with their environment, so the construction and the features of the environment have been getting importance gradually. Organizations attain their goals by the actions performed by the people. The first condition of organizational activity is human power, by this reason; they are only significant with the existence of people (Açıkalın, 1994; Atay, 1998; Morgan, 1998; Terzi, 2000; Güçlü, 2003; Işık & Gürsel, 2009; Şimşek, 2014).

Culture

Culture is a community's way of living, it covers all areas of community life and it's everywhere at the same time. In the past, the term "Culture" what is based on the word "Cultura" in Latin originally, is used by the meaning of processing the land or to process in growing agricultural products. Some difficulties

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