

# Young's Model of Organizational Culture

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## Abstract

An Organization's Culture has an impact on employee behavior and performance. Although existing models describe various dimensions of organizational culture, they often need to capture new country-specific organizational elements. Dimensions of organizational culture are dynamic and evolve over time. A new conceptual framework called "Young's Model of Organizational Culture" (2023) has been developed for organizations operating in Trinidad and Tobago to meet their needs. This model comprises nine distinct dimensions supported by relevant theoretical foundations, including Corporate Social Responsibility (CSR), Health Safety Environment (HSE), Strategic Plan, Operational Plan, Best Available Technology (BAT), Quality Control, Risk Control Job Analysis, and Employee Benefits. This model has been tested in three specific service sectors of: ICT, Tertiary Education, and Public Utilities.

## Keywords

Organizational Culture, Trinidad and Tobago, Young's Model of  
Organizational Culture, Best Available Technology, ICT

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## 1. Introduction

An organization's organizational culture has a significant impact on the attitudes, conduct, and output of its workforce (Zakaria et al., 2018). The intricate details and distinctive features of particular contexts may be lost in the current models of organizational culture since firms operate in dynamic and complicated situations. With an emphasis on the Trinidad and Tobago setting, this article emphasizes the need for a new organizational culture model that addresses the varied and changing requirements of organizations.

Existing models of organizational culture, such as the Competing Values Framework (1999) and Coleman's (2012) 6 components of Organizational Culture Model, provide valuable insights into the dimensions and dynamics of or-

ganizational culture. However, they often lack the specificity and relevance required for organizations operating in Trinidad and Tobago. This country presents distinct political, socio-cultural, economic, and environmental factors influencing organizational practices and values.

There are many different conceptual models of organizational culture, each with its own unique perspective. Four of the most popular models are: 1) Denison and Mishra's model; 2) Coleman's (2012) 6 components of a great corporate culture; 3) Harrison and Stokes' (1992) model; 4) Cameron and Quinn's (1999) competing values framework. The literature review below will compare and contrast these four models, highlighting their similarities and differences.

## **2. Literature Review**

### **2.1. Harrison and Stokes' Model**

Harrison and Stokes' model (1992) is a four-dimensional model of organizational culture that focuses on the following dimensions: 1) Power: This dimension refers to the way in which power is distributed within the organization. 2) Structure: This dimension refers to the extent to which the organization is structured and bureaucratic. 3) Reward: This dimension refers to the way in which employees are rewarded and recognized. 4) Goals This dimension refers to the types of goals that the organization sets for itself (Harrison & Stokes, 1992): Harrison and Stokes argue that these four dimensions are important for understanding the culture of an organization. They also developed a questionnaire that can be used to assess an organization's culture on these dimensions.

### **2.2. Denison and Mishra's Model**

Denison and Mishra's model (1999) is a four-dimensional model of organizational culture that focuses on the following dimensions: 1) Involvement: This dimension refers to the extent to which employees are engaged in their work and have a sense of ownership over their jobs. 2) Consistency: This dimension refers to the extent to which the organization has a clear and consistent set of values and norms. 3) Adaptability: This dimension refers to the extent to which the organization is able to adapt to change. 4) Mission: This dimension refers to the extent to which the organization has a clear and shared sense of mission and purpose (Denison & Mishra, 1999). Denison and Mishra argue that these four dimensions are essential for organizational success. Organizations with high levels of involvement, consistency, adaptability, and mission are more likely to be high-performing organizations.

### **2.3. Cameron and Quinn's Competing Values Framework (CVF)**

Cameron and Quinn's competing values framework (1999) is a four-quadrant model of organizational culture that focuses on the following two dimensions: 1) Internal focus: This dimension refers to the extent to which the organization is

focused on internal stability and efficiency. 2) External focus: This dimension refers to the extent to which the organization is focused on external change and growth (Cameron & Quinn, 2012). They also developed a questionnaire that can be used to assess an organization's culture on these dimensions.

#### 2.4. Coleman's 6 Components of a Great Corporate Culture

Coleman's 6 components of a great corporate culture (2012) are: 1) Clarity: Employees understand what is expected of them and why. 2) Commitment: Employees are engaged and motivated to do their best work. 3) Collaboration: Employees work together effectively to achieve common goals. 4) Creativity: Employees are encouraged to be innovative and come up with new ideas. 5) Customer focus: Employees are focused on meeting the needs of the customer. 6) Accountability: Employees are held accountable for their results (Coleman, 2012). Coleman (2012) argues that these six components are essential for creating a great corporate culture. Organizations with strong cultures in these areas are more likely to be successful.

Comparison and Contrast All four of these models of organizational culture have their own unique strengths and weaknesses. Denison and Mishra's model (1999) is one of the most comprehensive models, and it is widely used by researchers and practitioners alike. Coleman's model (2012) is more focused on creating a great corporate culture, and it is a good choice for organizations that are looking to improve their culture. Harrison and Stokes' model (1992) is useful for understanding the different types of organizational culture, and it can be used to assess an organization's culture on four key dimensions. Cameron and Quinn's competing values framework (CVF) (1999) is a simple and easy-to-understand model that can be used to identify an organization's dominant culture type.

The proposed model, named Young's Model of Organizational Culture (2023) (Figure 1), addresses this gap by incorporating nine specific dimensions of organizational culture tailored to the Trinidad and Tobago context. These dimensions include Corporate Social Responsibility (CSR), Health, Safety, and Environment (HSE), Strategic Plan, Operational Plan, Best Available Technology, Quality Control, Risk Control, Job Analysis, and Employee Benefits.

Corporate Social Responsibility (CSR) is a crucial dimension that reflects an organization's commitment to ethical practices, community engagement, and sustainable development (Dahlsrud, 2006). In Trinidad and Tobago, CSR initiatives are increasingly important for organizations to build strong relationships with stakeholders and contribute to social and environmental well-being (Prutina, 2016).

The dimension of Health, Safety, and Environment (HSE) is vital in a country with diverse industries and potential hazards. Organizations must prioritize employee well-being, safety protocols, and environmental sustainability to ensure a healthy work environment and compliance with regulations (Gupta & Kumar, 2020).



**Figure 1.** Young's model of organizational culture.

Strategic and Operational Plans are critical dimensions that guide an organization's overall direction and day-to-day operations (Coleman, 2012). Organizations in Trinidad and Tobago need clear strategies and operational plans to navigate economic challenges, market dynamics, and competitive pressures effectively.

Incorporating the Best Available Technology dimension acknowledges the importance of innovation and technological advancements in optimizing organizational processes, enhancing productivity, and staying ahead in a rapidly evolving business landscape (Graham & McAdams, 2016).

Quality Control and Risk Control dimensions are essential for organizations to deliver products and services of high quality, comply with standards, and mitigate potential risks and uncertainties (Durst, Hinteregger, & Zieba, 2019). These dimensions help organizations maintain a competitive edge and protect their reputation in the market (Jung, Su, Baeza, & Hong, 2008).

Job Analysis ensures that organizations have a clear understanding of job roles, responsibilities, and competencies required for effective performance (Strauss & Sayles, 1977). It enables proper job design, skill development, and talent management (Bratton & Gold, 2017).

Finally, Employee Benefits encompass compensation, benefits, work-life balance, and employee development opportunities (Bratton & Gold, 2017). A comprehensive approach to employee benefits enhances employee satisfaction, engagement, and retention (Prayogo, Diza, Prasetyaningtyas, & Maharani, 2020).

Young's Model of Organizational Culture (2023) recognizes the need for a nuanced understanding of organizational dynamics specific to the Trinidad and Tobago context. By incorporating these nine dimensions, organizations in this

region can effectively align their culture with their strategic goals, adapt to changing environments, and foster a positive and supportive work environment.

### 3. Instrument Development

To determine an appropriate instrument to measure organizational culture in the Trinidad and Tobago population, this researcher exhaustively searched literature and commercially available databases for contemporary organizational culture surveys. It was determined that while there were Eurocentric and American models of organizational culture, these did not fit the Trinidad and Tobago population. The strategic decision was then taken in the design phase of this research to develop and validate an ethnocentric model of organizational culture endemic to Trinidad and Tobago a developing country. To develop an accurate instrument for measuring organizational culture, the four phases: planning, construction, quantitative evaluation, and validation were followed (Creswell, 2009). Each phase requires careful attention to satisfy its requirements. This rigorous process ensures that the instrument is reliable and effective (Murphy, Plake, & Spies, 2006). The study utilized a mixed-methods approach (Sharma, 2020). This combined methodology allowed for customization, validation, and creation of sector-specific dimensions of organizational culture.

### 4. Discussion

The Young's Model of Organizational Culture (YMOC) is structured to offer a complete comprehension of organizational culture with specific relevance for three specific service sectors in Trinidad and Tobago organizations: ICT, Tertiary Education, and Public Utilities. These three sectors were purposively chosen because they represent three levels of sectors. Public utilities are considered secondary, ICT tertiary, and Tertiary Education quaternary (S & P Global, 2023). The Model encompasses nine distinct dimensions that are underpinned by corresponding theoretical foundations.

#### 1) Corporate Social Responsibility (CSR)

Embedded in Young's Model is Corporate Social Responsibility (CSR), a crucial aspect that highlights an organization's dedication to ethical conduct, community engagement, and sustainable growth. In Trinidad and Tobago, CSR initiatives are vital in nurturing strong relationships between organizations and stakeholders while contributing to social welfare and environmental prosperity (Avolio & Bass, 2021). This incorporation of CSR parallels stakeholder theory, where diverse shareholders' interests, such as employees, customers, and communities, are considered for the business decision-making process.

#### 2) Health, Safety, and Environment (HSE)

Trinidad and Tobago's diverse industries and potential hazards, prioritizing employee well-being, safety protocols, and environmental sustainability is crucial for organizations to ensure a healthy work environment and compliance

with regulations (Schein, 2010). The Health Safety Environment (HSE) dimension plays an essential role in achieving these goals by drawing from theories related to safety management and environmental sustainability.

### **3) Strategic Plan**

Young's Model of Organizational Culture emphasizes the Strategic Plan component, a focal point for determining an organization's direction and objectives over the long term. In Trinidad and Tobago, where economic challenges, market forces, and competitive factors demand adept navigation by businesses operating in dynamic environments—well-defined strategies are vital to success (Don-Solomon & Fakidouma, 2021; Sharma, 2020). Aligned with principles from strategic management practices, fundamental importance is placed on setting clear goals and devising effective strategies to drive organizational triumphs forward (Armstrong, 2004).

### **4) Operational plan**

The operational planning component of the Model works in conjunction with strategic planning. It entails converting high-level objectives into actionable steps, protocols, and workflows. In Trinidad and Tobago's organizational context, daily activities rely heavily on well-crafted operational plans to enact strategic aims proficiently (Sharma, 2020). Aligning with principles of sound management operationally, this type of planning maximizes resource utilization toward meeting overarching goals effectively within an organization (Parker & Summerill, 2013).

### **5) Best Available Technology**

Recognizing the significance of innovation and technological progress in boosting organizational efficiency, increasing productivity, and maintaining a leading position within an ever-changing business environment is what the Best Available Technology aspect entails (Machdar, 2017). This facet conforms to both the notion of technical advancement and the resource-based view, which advocates for organizations leveraging their distinctive resources and abilities to attain an edge over competitors (DeLoatch, 2018).

### **6) Quality Control**

Young's Model of Organizational Culture (2023) emphasizes Quality Control, which involves verifying that products and services consistently meet established quality standards. In Trinidad and Tobago, organizations must maintain high-quality standards to remain competitive while safeguarding their reputation (Cameron & Quinn, 2012). Quality control is based on principles of effective quality management that prioritize ongoing improvement and compliance with established benchmarks for excellence (Deming, 1994).

### **7) Risk Control**

In the Model, Risk Control is a crucial aspect that focuses on identifying, evaluating, and managing potential risks and uncertainties. For companies in Trinidad and Tobago to safeguard their reputation and retain an advantageous po-

sition, it is imperative to address risks proactively (Don-Solomon & Fakidouma, 2021). The dimension coincides with risk management principles, which stress developing strategies for mitigating risks while adhering to regulations relating to them.

#### **8) Job Analysis**

The dimension of Job Analysis guarantees that organizations possess a distinct comprehension of job positions, obligations, and proficiencies obligatory for successful accomplishment. It facilitates the appropriate designating of tasks, skill enhancement, and talent administration (Cameron & Quinn, 2012). The concept behind this analysis is extracted from the theories centered on human resource management regarding effective task designation (Flippo, 1983).

#### **9) Employee Benefits**

The Employee Benefits aspect involves the aspects of compensation, benefits, maintaining work-life balance, and providing opportunities for employee development (Gerhart & Rynes, 2003). A systematic approach to employee benefits augments their contentment at work and involvement in workplace activities and reduces staff turnover rates (Tedla, 2019). This dimension correlates with numerous motivation theories like Herzberg's two-factor theory, which emphasizes the significance of internal and external factors that motivate employees (Herzberg, 1968).

### **5. Practical Implications**

A new model of organizational culture has significant practical implications for the field of entrepreneurship and commercialization studies. This model emphasizes the importance of new dimensions of organizational culture within organizations, which can be a game-changer for strategy makers and those involved in the development of new human resource policies.

First and foremost, this new model encourages a culture of risk-taking and experimentation. Entrepreneurship often involves venturing into the unknown, and commercialization studies require adapting to market changes. A culture that embraces calculated risks and encourages employees to experiment with new ideas can drive innovation and help organizations stay competitive in a rapidly changing business landscape.

Moreover, the new model underscores the value of reconceptualizing classic psychological constructs such as organizational culture. Successful entrepreneurship and commercialization often require the integration of diverse skills and expertise. Organizations that promote re-imagining complex multidimensional social constructs can leverage the collective knowledge of their workforce to bring new products and services to market more effectively.

Furthermore, Young's Model of Organizational Culture (YMOC) is a dynamic organizational culture model that values continuous learning and adaptation. This is crucial in the evolving field of Entrepreneurship. The entrepreneurial journey is full of uncertainties and unexpected challenges. Commercialization



studies may reveal the need to pivot and adjust strategies based on market feedback. A cultural model that prioritizes learning from both successes and failures of other models can enable organizations to evolve and thrive in such contexts.

In terms of practical implementation, organizations need to consider several key elements. First, leadership plays a critical role in shaping the culture. Leaders need to set an example by embracing change and innovation, and they should encourage their teams to do the same. Hiring and promoting individuals who align with the desired culture can also be pivotal.

Incorporating performance metrics that reflect the desired culture is another practical step. Measuring job satisfaction, customer satisfaction, and employee benefits outcomes can help organizations track progress and identify areas for improvement.

The practical implications of this new model also extend to entrepreneurship education. Universities and business schools can incorporate these cultural principles into their curricula to better prepare future entrepreneurs and commercialization professionals. This could involve case studies, workshops, and real-world projects that focus on building the right organizational culture for entrepreneurial success. Embracing this new model can be a powerful catalyst for entrepreneurial growth and effective commercialization efforts.

## **6. Conclusion**

Young's Model of Organizational Culture provides a customized and thorough framework to measure organizational culture in both the public and private sectors in Trinidad and Tobago. The Model encompasses nine distinguishable components such as Corporate Social Responsibility, Health, Safety, Environmental Preservation Plans, Strategic Plans for Operations, and Best Available Technology Usage Guidelines, measured in three specific service sectors of ICT, Tertiary Education and Public Utilities. The Model enables organizational culture to be measured against organizational performance proxies such as job and customer satisfaction to test for cross-validity (Young, 2023).

In conclusion, the existing models of organizational culture may not fully capture the unique requirements and challenges faced by organizations in Trinidad and Tobago. The Young Model of Organizational Culture provides a tailored framework that incorporates nine specific dimensions to address the diverse needs of organizations operating in three specific service sectors of ICT, Tertiary Education and Public Utilities. By adopting this model, organizations can have a contemporary diagnostic model to measure and navigate the complexities of organizational culture and possible organizational performance in the Trinidad and Tobago business environment.

## **Conflicts of Interest**

The author declares no conflicts of interest regarding the publication of this paper.



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