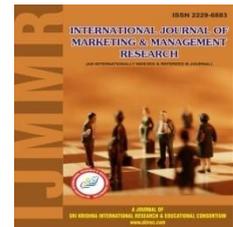




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## ORGANIZATIONAL CULTURE AND CORPORATE PSYCHOPATHS

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### ABSTRACT

*The study examines the relationship between organizational culture and diverse behavior of employee and how they create corporate psychopaths within organization with firm performance. This short theoretical paper is an attempt to elucidate a plausible theory about the corporate psychopaths and its impact on performance of organization. The paper presents a theory of corporate psychopaths which will be helpful to answer, how organizations end up with impostors as leaders and how organizations are then destroyed from within? How organization's culture create new corporate psychopath? and how much they are responsible for it?. This paper is thus a very short theoretical paper but very important for the future of capitalism as it highlight the significant ways in which Corporate Psychopaths may have acted recently, to the detriment of many.*

**KEYWORDS:** *Corporate Psychopaths, leadership, corporate management, organizational culture.*

### INTRODUCTION

Organizational culture is customs and rights. A good managers must work from a more anthropological model. Each organization has its own way and an outsider brings his/her baggage as observer.

Culture formally defined A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way you perceive, think, and feel in relation to those problems.

Organization culture has various levels such as Artifacts (decorative as a man-made factor), difficult to decipher, & Problems in classification. It consolidates on surface (sees, hears, feels), visible products such as Language, technology, products creations, style: clothing, manners of address, myths, stories etc

To guide & control these levels, managers or leaders are responsible for it. They create great internal Environment to cope the external environment

Organizational cultures are created, maintained, or transformed by people. An organization's culture is, in part, also created and maintained by the organization's leadership. Leaders at the executive level are the principle source for the generation and re-infusion of an organization's ideology, articulation of core values and specification of norms. Organizational values express preferences for certain behaviors or certain outcomes. Organizational norms express behaviors accepted by others. They are culturally acceptable ways of pursuing goals. Leaders also establish the parameters for formal lines of communication and message content-the formal interaction rules for the organization. Values and norms, once transmitted through the organization, establish the permanence of the organization's culture.

One of the most perplexing issues facing the successful organization leaders within the organization culture about their leaders & leadership is how organizations end up with impostors as leaders? and how those organizations are then destroyed from within? To find the reason, numerous studies of organizational culture have highlighting the concept such as corporate psychopath and they try to maintain the culture with these psychopaths.

### **CORPORATE PSYCHOPATHS**

The concept of the Corporate Psychopaths marries the terms 'psychopath' from the psychological literature with the term 'corporate' from the area of business to denote a psychopath who works and operates in the organizational area. These people have also been called Executive Psychopaths, Industrial Psychopaths, Organizational Psychopaths, and Organizational Sociopaths by other researchers in this emerging area of research . They ruthlessly manipulate others, without conscience, to further their own aims and

objectives. Although they may look smooth, charming, sophisticated, and successful, Corporate Psychopaths should theoretically be almost wholly destructive to the organizations that they work for. The probable mal-effects of the presence of psychopaths in the workplace have been hypothesized about in recent times by a number of leading experts and commentators on psychopathy. Researchers report that such malevolent leaders are callously disregarding of the needs and wishes of others, prepared to lie, bully and cheat and to disregard or cause harm to the welfare of others. Corporate Psychopaths are also poorly organized managers who adversely affect productivity and have a negative impact on many different areas of organizational effectiveness.

### **THE THEORY**

Professor Robert Hare, the world's leading expert on psychopathy, has said that if he didn't look for psychopaths to study in prisons he would look for them in stock exchanges. Recent newspaper head-lines such as 'Wall Street Shows No Remorse' do nothing to suggest that his viewpoint is incorrect. Hare has repeatedly drawn attention to the possible damage that Corporate Psychopaths could cause in major financial and other organizations. Psychologists have argued that Corporate Psychopaths within organizations may be singled out for rapid promotion because of their polish, charm, and cool decisiveness. Expert commentators on the rise of Corporate Psychopaths within modern corporations have also hypothesized that they are more likely to be found at the top of current organizations than at the bottom. Further, that if this is the case, then this phenomenon will have dire consequences for the organizations concerned and for the societies in which those organizations are based.

These Corporate Psychopaths are charming individuals who have been able to enter modern corporations and other organizations and rise quickly and relatively unnoticed within them because of the relatively chaotic nature of the modern corporation. This corporate nature is characterized by rapid change, constant renewal and quite a rapid turnover of key personnel. These changing conditions make Corporate Psychopaths hard to spot because constant movement makes their behavior invisible and combined with their extroverted personal charisma and charm, this makes them appear normal and even to be ideal leaders. The knowledge that Corporate Psychopaths are to be found at the top of organizations and seem to favor working with other people's money in large organizations has in turn, led to the development of the Corporate Psychopaths corporate psychopaths are able to influence the moral climate of the whole organization and yield considerable power, have largely caused the crisis. In these senior corporate positions, the Corporate Psychopath's single-minded pursuit of their own self-enrichment and self-aggrandizement to the exclusion of all other considerations has led to an abandonment of the old fashioned concept of noblesse oblige, equality, fairness, or of any real notion of corporate social responsibility. Prior to the last third of the twentieth century large corporations were relatively stable, slow to change and the idea of a job for life was evident, with employees gradually rising through the corporate ranks until a position was reached beyond which they were not qualified by education, intellect or ability to go. In such a stable, slowly changing environment employees would get to know each other very well and Corporate Psychopaths would be noticeable and identifiable as undesirable managers because of their selfish egotistical personalities and other ethical defects. Changing companies' mid-career was seen as being questionable and inadvisable and their rise would therefore be blocked both within their original employer and among external employers who would question their reasons for wanting to change jobs. However, once corporate takeovers and mergers started to become commonplace and the resultant corporate changes started to accelerate, exacerbated by both globalization and a rapidly changing technological environment, then corporate stability began to disintegrate. Jobs for life disappeared and not surprisingly employees' commitment to their employers also lessened accordingly. Job switching first became acceptable and then even became common and employees increasingly found them-selves working for unfamiliar organizations and with other people that they did not really know very well. Rapid movements in key personnel between corporations compared to the relatively slower movements in organizational productivity and success made it increasingly difficult to identify corporate success with any particular manager. Failures were The Corporate Psychopaths Theory of organizational culture not noticed until too late and the offending man-agers had already moved on to better positions elsewhere. Successes could equally be claimed by those who had nothing to do with them. Success could thus be claimed by those with the loudest voice, the most influence and the best political skills. Corporate Psychopaths have these skills in abundance and use them with ruthless and calculated efficiency. In this way, the whole corporate and employment environment changed from one that would hold the Corporate Psychopath in check to one where they could flourish and advance relatively unopposed. As evidence of this, senior level remuneration and reward started to increase more and more rapidly and beyond all proportion to shop floor incomes and a culture of greed unfettered by conscience developed. Corporate Psychopaths are ideally situated to prey on such an environment and corporate fraud, financial misrepresentation, greed and misbehavior went through the roof, bringing down huge companies and culminating in the organizational Crisis.

## CONCLUSIONS

When presented to management academics in discussion, the Corporate Psychopaths Theory and organizational culture is accepted as being plausible and highly relevant. It provides a theory which unifies many of the individual interpretations of the reasons for organizational Crisis and as such is worthy of further development. The message that psychopaths are to be found in corporations and other organizations may be important for the future longevity of capitalism and for corporate and social justice and even for world organizational stability and longevity. Stemming from this belief that the message concerning psychopaths in corporations is important, an aim of this paper has been to get the work that psychologists have been doing on psychopathy, and on 'successful psychopaths' and Corporate Psychopaths in particular more widely known to management researchers and to managers themselves. In particular the paper presents a theory concerning the leadership and organizational culture which may throw considerable light on its origins.

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