



## The Role of Organizational Culture and its Influences

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### I. INTRODUCTION

Everyone has a personal culture that they follow and perceive to be the way to do things. So do organizations and cultures.

Organizational culture maybe be defined as an arrangement of shared assumptions, values, and beliefs, which dictates' how people conduct themselves within an organization. These organizational culture of shared values and beliefs can strongly affect people within the organization and can influence their behavior and cause them to dress, act, and perform their job tasks in a certain manner. All of this can have both a positive and negative affect on the companies and their own objectives and goals. There can be a company's organization culture that can influence the values, beliefs and principles of the collective group. The organization culture can be often molded by elements that may have shaped the company. Its history, technology, merchandise, personnel, policy, management style, and national culture can play a major role in the influence of organization culture. The organization culture may also comprise from customer service, employee benefits to the hiring and selection processes. It is said to become a highly skilled organization, upper management must understand their business strategy. This will allow the company to be an accepting, flexible and positive organizational culture that will be open to any business strategy.

### II. Discussion

Organization culture is a vital part in the developing an organization and determining if its employees stay at the workplace for a long period of time. This is caused by a good organization culture that unites and employees, it inspires constructive and healthy competition among the employees, it provides company direction by modeling its way of doing business. Shaping and organizations culture is frequently determined by the company's human resource policies. This influences more times than now will have a strong effect on training and development. The design of training programs will need to be developed in order to help management hone in on the desired behaviors the company is trying to develop within the organization culture. For example, an organization may want to emphasis their training and development for employees in self thinking in an honest manner. This will develop them to be accountable for their actions and would help in developing a culture of values. Additional, training and development can be developed through cultural communication and the adopted models of dimension. This type of training and development causes group participation and develops from through brainstorming, debates and feedback. Other more hierarchical type of cultures stresses the importance of rank and status.

#### Culture and Values

Culture and values are two concepts in an organization that make the company who they are. Culture consists of symbols, rituals, language and social dramas that highlight the organizations life (Baack, 2012). Culture combines the philosophy of the organization with beliefs, expectations, and values shared by members (Baack, 2012). Within culture, there are artifacts and values. Artifacts are objects that are tangible or physical manifestations of an organization's culture (Everton, 2006). A company would have a symbol, like the McDonald's golden arches or the Nike swoosh, that portrays a specific message to the public. Those symbols are what people know the companies by. If I was to ask someone how they knew the location they were going to was a McDonalds, more likely than not the response will be "the big yellow arches.". A culture is persuasive and influences all aspects of how an organization deals with its primary tasks (Schein, 2010).

Values are what a company stands for and believes in. It is what a company sets is goals and objectives on and how they want to be portrayed. For an individual person, their value is what they feel they are worth. When you walk into Walmart, you don't see the name tag saying "employee", you see it saying "associate."

(Baack, 2012). It gives the feeling of importance and of quality service from that employee, which in turn makes the employee feel worthy and valued. There are two types of value: espoused value and enacted value. Espoused value are the stated values that a company or organization prefers. These are the statements that are closely matched with the company's mission statement and are usually included within the code of conduct. Espoused values are how the company wants its employees to conduct business with customers and colleagues.

The second type of value is enacted value. These are the values and norms that are actually seen as a behavior conducted by employees and other individuals. This type of value is more important because it effects the customers in a greater fashion. Espousal value is a behind the scenes, internal part that no one except those working for the organization see. It is important as well, but the effect on the customer is not as great. Espousal value effects the internal relationships and personal motivation to perform well.

I work for an organization that has a very positive and uplifting culture. This organization prides itself on giving value and strong commitment to its colleagues and communities that they serve. We as an organization believe we have the ability to listen, understand and deliver personalized attention and support to the customers, resulting in great value of products and service. Our culture is showing that we are always about putting the customer first and making sure they are leaving our offices happy. One of our things is showing that we appreciate our customers and going above and beyond to WOW the individual. We have artifacts that coincide with our values. One artifact would be our symbol. It is a green tree that shows our designated green color and the symbolism of growth. The color green stands for one- the color of wealth and the color of success.

Another thing that we have is the concept of an open layout in every one of its centres. This is so the customers don't feel excluded from knowing what is happening with the employees. All the offices are glass and you can see right through them, you can see from one end of the branch through the other. All of the workstations are open and don't have the glass windows you have to talk through. It creates an atmosphere of friendliness and it makes customers feel welcome. Culture and values are everything to a company. Without them, a company will not have a voice and will have a hard time succeeding in furthering the lives and integrity of its customers and employees.

Lack of effective organizational culture and poor cultural integration in the corporate group affect organizational performance and decrease shareholders return. Organizational culture has the potential to influence the organization environment, work habits, performance, productivity, and profitability

Every organization has a group of people with different cultures and backgrounds. Organizational culture is important to combining the organization members' different backgrounds and personal culture into a commonly accepted organizational culture (Green, 2012). Low employee turnover and high employee satisfaction contribute to the organizational culture effectiveness (Hartnell et al., 2011). The effective organizational culture characteristics contains employee satisfaction and empowerment in the organization, which are key to motivate and retain competent and trustworthy employees.

Schein believes organizational cultures are shaped and defined by artifacts, beliefs and values as well as underlying assumptions. He refers to these three characteristics as levels of culture. Artifacts are visible attributes and descriptions that identify a group or organization. "Artifacts include the visible products of the group, such as the architecture of its physical environment; its language; its technology and products; its artistic creations; its style, as embodied in clothing, manners of address, emotional displays, and myths and stories told about the organization; its published lists of values; its observable rituals and ceremonies; and so on. "Beliefs and values at this conscious level will predict much of the behavior that can be observed at the artifacts level." Therefore, the things that we believe and value are visible at the artifacts level. For example, a business manager may believe that an increase in advertisement will result in an increase in sales during a period of declining revenue. This belief will produce a strategy that can be seen at the artifacts level.

Underlying assumptions are the process of how a person deciphers or interprets artifacts. These underlying assumptions are made unconsciously and based on perceptions and beliefs. As an example, a group of engineers in a company may assume that only another engineer, not a manager, will truly understand what engineers do.

As for military culture, it has its own set of artifacts, beliefs and values, and underlying assumptions. "The way soldiers talk to each other in meetings, the structure of PowerPoint charts, and the condition of the conference room are artifacts of what an organization values. "Military culture is an amalgam of values, customs, traditions, and their philosophical underpinnings that, over time, has created a shared institutional ethos." As an example, the United States Army expects soldiers to live by certain artifacts, which reflect the values of duty, honor, selfless service, personal courage, loyalty, integrity, and respect. These values are modeled through the behavior (artifacts) of every soldier.

Culture has everything to do with implementation and how success is actually achieved. If culture is not aligned with and supportive of that strategy, the strategy will either stall or fail (Schneider, 1994).

Culture that is appropriate for an organization affects its public image and influences the way stakeholders respond to it. Culture also affects an organization's ability to attract and retain high quality employees. It influences the dynamics of relationships between members of the organization, and affects the way they relate with customers. Organizational leaders can leverage culture for management control. Culture determines an organization's flexibility and readiness for change, and it can either aid or hinder the achievement of an organization's objectives.

Transforming the quality of relationships within organizations requires a wise leader. According to Schein, culture springs from:

1. Beliefs, values, and assumptions of the founders of the organization
2. Learning experiences of group members as their organization evolves
3. New beliefs, values and assumptions brought in by new members and new leaders.

### **How Organizational Leaders Can Influence their Culture**

Organizational leaders can influence the culture of an organization to a large extent through their own behavior. They can also leverage intangible factors that can shape the mind-sets of members of the organization. Such intangible factors include the vision and mission of the organization, its core values, the leadership style of the management team, and the structure of relationships between its internal and external stakeholders. These intangible factors have the capacity to influence culture at three levels: visible artefacts, espoused beliefs and values, and shared assumptions (Schein, 2010).

As organizational leaders we must be culturally intelligent. We must recognize that people come from different backgrounds, beliefs, values, and understanding. Cultural intelligence is an individual's capability to function and manage effectively in culturally diverse settings. It is a specific form of intelligence focused on capabilities to grasp, reason, and behave effectively in a situation characterized by cultural diversity".

Leaders must be culturally agile and know how to flow in a multicultural environment. Caligiuri (2012), "Culturally agile professionals achieve success in multicultural, international, and cross-cultural situations by leveraging three cultural responses: cultural adaptation, cultural minimization, and cultural integration.

To establish culture, Friedman (2018) proposed that one must establish new values and behaviors; ritualize practices; select the right leaders; integrate new hires; communicate well; reinforce the culture; lead by example; and develop systems and structures.

An organization's culture is ultimately shaped by the values that are practiced day in and day out by its members. To change the culture therefore, the statement of values or the way the values are practiced must be examined. Entrenched behaviors can frustrate an organization's change efforts.

A strong organizational culture develops, when leaders establish communication bridges that allow for cultures to learn about each other and work together. In the case of the colonization of the British in New Zealand, a new governor figured out that flag poles had a symbolic meaning to the Maori people, which allowed both parties to settle on an environment in which they could both live and be productive (Schein, 2017, p. 79). Schein (2017) recommends that leaders help members to find "common ground in those areas essential to developing feasible working relationships" by either 1) educating the organization on the cultural norms and values of its members or 2) teaching the members cultural learning skills that enable members to communicate with each other and learn these things for themselves (pp. 106-108).

For leaders and founders to revive their organizational culture.

They can follow these steps:

- Establishing values, symbols, credible standards so that the employees see them applied;
- Building self-confidence through positive feedback and offering numerous rewards of appreciations for the employees' effort and performances;
- The transmission of direct and sincere messages, regarding its interest for the employees;
- Demonstration of care and attachment for the organization and its components;

### **III. CONCLUSION**

When people come into contact with cultures that significantly differ from their own, they often experience culture shock, a condition of disorientation that requires them to question their cultural assumptions. Culture shock is influenced by ethnocentrism—the practice of viewing one's own culture as preferable and using it as a yardstick for judging other cultures. Although all groups practice some forms of ethnocentrism, people can also employ cultural relativism, the practice of understanding a culture on its own terms without assessing its elements as any better or worse than one's own culture. Cultural relativism presents a challenge to ordinary thinking because we tend to use our own culture to judge others.

Effective organizational culture includes (a) successful strategy, (b) effective leadership, (c) excellent employee performance, and (d) ethical philosophy . Organizational succession planning can have an effect on cultural continuity. This can be caused by defining leadership change and how an organization will continue to operate. This can be triggered by organizations selecting employees to move up the corporate ladder. This new leadership role will cause the development of employees within the organization and cause a positive culture that supports the growing of its staff member's. Also, with the new change in leadership will come a change in pay which can be both a positive or negative. Any organization culture that boosts competitive wages and benefits will more likely have employee's transitions into their new leadership roles without any issues.

Organization culture can be influenced by internal and external social media in different ways. Social media can be a great tool for an organization, opening lines of communications between different departments. Brainstorming, cooperative decision making ideas and continuing thoughts on internet blogs or social media platforms Facebook and Twitter. Social media can develop and improve customer service. It services as a platform of knowledge sharing, collecting customer questions and complaints, recruitment, training and development and allows for online sessions between internal departments.

The social media platform can come with many benefits as well as problems. However, I believe this is one way to have effective communication and knowledge sharing for employees. It does come with some limitations such as hackers, identity theft, and fraud from the information being shared. This can also be a way for competitors to take company information that can threaten an organization's success.

As leaders today attempt to address organizational concerns, strategy, processes and followers, it is important and possible that they develop an organizational culture, that is stronger than the culture around it, as shown in the former DEC Company, where the culture of company was so pervasive, that even in European and offices, it was easily identified.

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