

**SAMSON ESUDU**

**ID: UD68920HSU78054**

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## **1. Introduction**

Organization Development is a diverse term that refers to all engagements by managers, employees and helpers which are directed towards building the sustainable health of an organization as a wholesome system. This is one of the critical areas which is a comprehensive long-term strategy rather than an individual manager. In Organization Development, changing attitudes, perceptions, behaviours and expectations are key to its goals.

Organization Development is therefore an outward expression of management's effort to say flexible where it recognizes events inside and outside the organization happening suddenly hence demand for change. It is a reflection of an effort planned, through the out organization and managed from the top to increase effectiveness using behavioural science knowledge. It provides personnel with mechanisms to deal with changes and control evolution of change and its impacts on the organization structure, technology and people in the modern era. Once change is applied successfully, it enables removal of obstacles to individual and organizational development and renewal.

Organization Culture in this sense means shared meanings, interpretations and understanding of various events among organization members, which guides members to behave in ways shown to effectiveness where they believe in the sense of predictability and uncertainties in the environment. Other researchers such as Edgar Schein's (1992) stated that, culture focusses deeper on cultural levels. The behavioural patterns in an organization are routinised activities that members perform which strengthen coordination among members. The basic assumptions in Organization Culture are learned over time as behaviours as effective way of solving organizational issues by adapting to the external environment or resolving internal conflicts. Some of the organizational cultural practices were so effective during the past. Currently, attrition leading to a homogeneous workforce is similar to people entering organizations in the first place, where it is always easy for organizations to internalize assumptions that form an

organization culture.

Organizational culture matters a lot in an organization building for shareholders who want to see resources invested put in good use and for employees survive within a system of shared values that affects their day-to-day functioning. It's a description of shared values and goals of an organization where culture of mutual respect is created, collaboration and support. Organizations or companies that have a supportive culture are more likely to attract highly qualified, loyal employees who understand and work toward the organization/company's best interests. Consideration of issues described in this illustrates both the utility and the complexity of an organizational culture. Therefore, organizational change focuses on unfreezing existing structures and cultures to make an organization affluent with current technologies and challenges leading to interplay between organizational development, organization culture and organization change.

## 2. Measurement of Organizational Culture

There are two ways of measuring organizational culture in any organization or company which measures come with both advantages and disadvantages. They comprise anthropological in nature and quantitative methods that assess organizational members.

### a. Anthropological approach;

The anthropological approach in measuring organizational culture that combines scientific method, fieldwork and a holistic perspective. These methods and perspectives are what define the anthropological approach which understands all of the various aspects of human biology and culture that are necessarily interrelated. Given the example of human's biological makes up complex cultures possible.

### i. Advantages

In anthropological approach, it emphasizes the investigator's immersion into the organization culture which if embedded, the investigator interprets assumptions made by organization members. The more efficient and accurate way to understand organization's culture relates to blend in an organization. This provides an avenue and helps employees to better decipher the organizational members' basic assumptions and truly understand the culture. Specific methods used to this effect include ethnographic techniques such as observations, interviews, structured focus group, larger group meetings with organizational members designed to examine artefacts, espoused values and basic assumptions.

Qualitative analysis of culture depends on the iterative clinical approach or continual revising of cultural assessment as new information availed. It therefore means that the investigator enters the organization and directly experiences the organization culture, which entails both active and systematic observation as well as passively encountering situations that are different from what

the investigator expected and attempting to understand through observations and encounters. It is important to approach a motivated insider helping convert the investigator's observations and interpretations who should be mentally capable of thinking analytically to be helpful in this process as well as have interest in embracing the culture that has initiated the organizational culture study. With the help of motivated insider, investigator attempts to identify the underlying share assumptions and continually recalibrates these assumptions to understand the true organizational culture further. The results in a qualitative investigation of culture describes organization culture.

The investigator can easily misinterpret events and observations need the insider to help correct misinterpretations.

The insider is sometimes not informed of assumptions in the organization because these assumptions have dropped from conscious awareness and are taken for granted. It is the goal of the assessing and analysing team to help drag closer basic assumptions to a conscious level.

## **ii. Disadvantages**

Qualitative methods have many disadvantages that include;

Some situations, are not financially feasible in conducting different group meetings at numerous organizations in many different countries in order to assess different organizations' cultures.

The time burden of this endeavour would lead to much wasted time for an equal comparison across organizations in one country and countries.

The results of this type of research don't allow for necessary comparisons between organisations as analysis of qualitative data would be difficult or else not impossible.

## **b. Quantitative Methods**

Quantitative methods through surveys of organization members assess members and investigators quantify an organization's culture, which provides a means of comparison of organization or its branches of the organization on predetermined cultural factors. These methods

are more observable and measurable aspects of organizational culture, these self-report measures are necessarily limited to the shallower levels of the typology. It's good to note that when organizational culture is strong, the material artefacts, behavioural patterns and norms, espoused values and basic assumptions are all aligned. Therefore, a quantitative measure of culture effectively taps the deeper levels of organizational culture.

#### **i. Advantages**

Using a quantitative measure for assessing organizational culture provides a standardized means of understanding organizational culture. This standardization of measurement is more conducive for comparing cultures from organizations as well as different branches of the same organization. Using statistical techniques is a benefit to standardized quantitative measures of organizational culture.

Once an organization is classified into a type, a description of behaviours and values typical of the type is provided. Organizations can be compared and organizational culture change can be monitored over time as profile survey assesses an organization on predetermined cultural dimensions. High or low scores on the various dimensions of norms, behaviours, values and beliefs provide a profile of the culture of an organization. These profiles can be compared with organizations where changes can be tracked over time.

Above all, organizational members will be able to take part in later organizational change efforts as they were part of the process during the cultural assessment. This commitment to the process could build confidence in them and able to buy into new changes as easily that would prove valuable.

#### **ii. Disadvantages**

Knowing that in every effort, there are always advantages and disadvantages, quantitative approach in cultural assessment has some disadvantages as shown below;

The Quantitative approach of self-report measures of an organizational culture may assume the

respondent is aware of and can report the various aspects of an organization's culture. This approach assumes everyone surveyed is motivated and mentally capable of reporting on the behaviour, values and beliefs of the organization.

Quantitative measures are limited in assessing all aspects of cultural identified. Quantitative measures alone could miss those dimensions that are idiosyncratic yet vital to the functioning of an organization.

Quantitative measures are useful in assessing the shallower layers of cultural practices and may approach the deeper levels when culture is strong. Although using quantitative measures leads towards information that is replicable and generalizable and that can reap the many benefits of statistical data.

Various advantages and disadvantages presented, whether to use quantitative or qualitative measures should be considered carefully. Different approaches are recommended whenever possible to avoid missing a vital stages or information.

### **3. Leadership in Organizational Culture.**

Leaders must understand that their roles in organizations help in shaping organizational culture by making intentional commitments to help develop leaders. Leadership of development goes beyond training classes which add onto organizational culture, or even determining the right cultural fit when hiring new leaders. The best way to ensure leadership in an organizational culture is to create modern leaders. Generally, it is inherent in organization research on the relationship between leadership and culture is that leaders create cultures which seem to be intuitive in that the organization founder's impact continues to be felt for years.

It is crucial that the founder of the organization must shape the organization's culture largely on managerial beliefs about employees to avoid affecting their behaviour.

It's evident that the personality traits of the Chief Executive Officer maybe related to certain



aspects of the organization's structure and values of subordinates within the organization. It is therefore clear that leadership plays a significant role in the creation of an organization culture. Its worthy noting that other perspectives emphasize the role that culture plays in allowing people to emerge as leaders. For example, I was working in a multicultural setting where we had people from different cultural backgrounds. The more dominant culture was Guyanese and Spanish people from Peru with different leaderships. First and far most was language barrier, traditional practices were different. Being and working in the same environment with different cultural backgrounds, it generated cultural conflict which forced leadership to change organizational culture to accommodate all cultures in the same work environment. This was done by establishing working procedures that forced all workforce to adjust from their daily practices. It therefore demonstrated that the two companies working in the same environment but from different cultural backgrounds were consistent with the type of people in leaders they had who had made all efforts successful in the past. Meaning leadership itself may simply be an artefact of culture. During time of promotions when all is calm, leadership positions change as people who rise into these positions tend to be those who did before. They share values and perspectives and it is only during times of crisis when shared values of an organization get threatened. Leaders then create cultures and cultures yield leaders. The dynamics of this reciprocal process vary from organization to organization, from industry to industry and from society to society. Its believed that the causal arrow points in the only direction. However, it should be too simple in our conceptualization of organization functioning.

#### **4. Societal Culture in organisational Culture.**

The understanding of organizational culture and societal culture as something that people have and not something people are. Even if without conscious is obvious that the culture of the society in which an organization emerges would affect the culture of the organization itself until there was little data available with which to assess the question. Speculating about the mechanisms by which this impact of some element of congruence between aspects of societal culture and culture of the average organization within the society occurs.

What remains unknown to date is whether the organizations in society that are most effective are those that most closely represent the dominant values of the society or those that diverge from those values in some distinct way.

The role of the industry here is unknown such as the plausible conservative risk averse society. The characteristics of culture at the society and at organizational level as explicit elements of organizational culture changes employees' attitudes towards work and workplace. The knowledge that individuals have and transfer from their social environment to the organization and the knowledge of how things are done in the organization affect key psychological variables explaining behavioural intentions and behaviour of employees in the workplace with later determining organizational productivity and performance.

Knowledge is a historical phenomenon in an organization and has not only a sign but also an evaluative role.

## 5. Functions of Organizational Culture

Organization Culture has many functional effects on an organization and their management. It's a vital determinant of managerial practices. It is the foundation of an organization's success and attracts attention, conveys a vision and typically honours high producing and creative individuals as follows;

### a. Behavioural Control.

Systems in organizations reach a level of control of variability of member behaviours to fit into one another's interests. It doesn't matter if it is a business organization, community or a nation, social systems need to limit certain behaviours that encourage others. Organizations establish operation guidelines along with various setbacks for compliance and non-compliance. It's good to take note that always a high degree of behaviour is guaranteed as it's regulated in systems without a strong formal system of rules and regulations. In these cases, it is often the organizational or group culture that provides informal direction. It therefore means, organization culture plays a vital role in providing control mechanisms to organizations for their development. For example, Arrival and leaving time at work, regulated expenditures and many others.

### b. Encourages stability

Turnover and transactions exist in most social systems. Changes occur in membership and leadership, many organizations maintain certain characteristics, problems are minimised especially the same way but behaviour continues to be directed towards the same mission and goals. An organization's culture is often passed on to generations hence creating a relatively high level of stability over time.

**c. Source of Identity.**

People always seek to define their social identities in different ways. Identities are defined by roles or professions and in other cases people define themselves through their organizational membership. Organization can be taken as a source of identity, people are talking about the values and accomplishments of that organization. For example, many people, especially graduates, wish to join United Nations agencies. Sometimes not because how they but their reputation and guidelines. Organizations adopt their own identity by creating distinctive cultures.

**6. Obstacles to Organizational Culture**

Change is one of the certainties people go throughout their lives regardless of industry, company size, leadership team experience, team or organization is bound to face several major transitions. Below are obstacles to organizational culture that affect it to be more effective.

**a. Individual resistance;**

Most people don't enjoy change. The status quo tends to be more convenient and comfortable, so our resistance to a new process, strategy or organization structure is almost inevitable.

Individually, people tend to be rigid and sensitive to certain perceived threats in the social environment, which by extension includes workplace. Such perceived threats include, competence to perform respective roles, much work, uncertain daily changes in habits which were not planned for or environmental conditions influence such as natural disasters. Given recent example of COVID-19 epidemic which affected work conditions where distancing from each other was inevitable. This changed workplace operations and habits. This creates a wall-block to organizational culture change.

**b. Lack of communication**

The core in any organization is communication that makes entire operations successful. When lack of clear communication is combined with individual resistance to change causes a standing innovation, hence no sense to maintaining an organization. Limited communication leaves organization progress in question where employees and management may have no reason for progress when both have a disconnected vision, goals, objectives that would have set clear expectations. Communicating plans, timelines and report organizational progress to plan at regular intervals in order to keep everyone in the same page as a crucial part. Therefore, lacking communication in between limits transparency in knowing and embracing progress in organizational culture.

**c. Lack of Strategic Direction.**

Communication in setting up strategic direction is key in organization culture. It will be unsuccessful if organizational culture lacks strategic direction or cohesive message. From the point one starts planning or implementing any type of organizational change, there is a need to clarify objectives, goals or vision which form the roadmap of the organization development. Setting a roadmap clears the ground for involvement of other employees to embrace goals, objectives that enhance organizational culture at all levels.

**d. Lack of consistency**

Cognitive dissonance describes what happens when ideas, beliefs, or behaviours contradict each other, and we all become frustrated by it. One observes an ad, but the product doesn't deliver on its promises. Given an example of organizational changes but at the end of the day, what one receives is the workload for a certain planned period. Team will experience organizational change which will be increase of the workload and frustrating times than expected adjustments of relieve. Once the gap between the perceived benefits of change and the real work it will take to accomplish change takes too long or too great, progress stalls and problems arise as a result of lack of consistency.

**e. Cultural Barriers**

Cultural diversity at workplace despite being good for learning from each other but its worthy noting that it has side negative effects on organizational culture. For example, I work for SAIPEM Guyana which is an Italian Company that has employed people from different ethnic cultural background. In most cases, there are numerous disagreements in making informed decisions due to diversity of perceptions towards the solution to a situation. This skips to professionalism versus experience or inexperienced. The two in most cases take a stationary position of their thoughts without accommodating other options, therefore affecting organizational culture progress. Barriers to organizational culture ruin organization development during it's transitions from one stage to the next stage.

**7. Overcoming Organizational Cultural barriers.**

For businesses to continue growing in operations in different countries, there is a need to make workplaces more and more diverse, which has never been so important. Integrating employees from different cultural backgrounds becomes key who bring in divergent thinking and original ideas to workplaces. Together they are changing the face of the global economy. Even though the collective imaginations of people from diverse cultural backgrounds are producing great outcomes for society and the economy, the roadblocks to overcome still existing cultural stereotypes and preconceptions.

Culture is a plethora of differences that characterize the world today in what it is such that it contributes to an organization's character and success.

Overcoming barriers in organizational culture has to do with the following factors;

**a. Ensure clear and polite communication**

Clear and understandable communication eliminates chances of surprises, crises and confrontations that arise from the workforce. Once the organization team is aware of the happenings within the organization through clear, transparent communication, both employees and employers will feel at ease and smooth management of systems and daily affairs of the organization. It then means both will take diversity and cultural difference into account while drafting communication materials, which will include; using simple wording when drafting any communication, using visual methods to communicate results that can be understood by everyone and avoiding slang words and phrases that can cause misinformation.

**b. Employ diversity Training**

One of the significant ways of hijacking cultural barriers has to deal with general participation and contribution of different cultural backgrounds in the workplace. Diversity training can potentially foster an inclusive work culture, encourage teamwork and leadership, create new opportunities and thereby create a positive organizational work culture. This intercultural training will help employees understand and embrace the organizational cultural differences of co-workers and will embrace each other hence accommodating cultural commodities and differences, is essential for overcoming organizational cultural barriers.

**8. Conclusion**

Globalization and the advancement of technology that opened high competition among organizations, hence calling for them to fix anomalies from upstream to downstream. This call needs constant changes in organizations where some maybe planned or others are not planned. At the same time, having strong organizational structures that are resistant to volatility calls for organizational cultures. This shows the interplay between organizational development, culture and change that determine Organisational progress.

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