

## Impact of organizational culture on coworker support

Saba Sattar

Department of Management Sciences  
The Islamia University of Bahawalpur, Pakistan  
saba.sattar@yahoo.com

### Abstract

This paper aims to analyze the different factors on coworker support on creation of organizational culture. The examined factors are comprised of different aspects of coworker support behavior in an organizational context. This study is a model development study. Based on different studies, we tried to develop a comprehensive model. And justify the model through the support of previous studies. This research evaluated the influence of a series of potential factors on coworker support. Trust, coordination among team, knowledge sharing and training considerably control the coworker support in organizational culture. In future, quantitative techniques are applied on this research paper.

**Keywords** organizational culture, coworker support, organizational learning, social exchange, knowledge sharing, trustworthiness, self efficacy, training, innovativeness.

### 1. Introduction

The purpose of the study is to examine the impact of the organizational culture on coworker support. There are several factors that affect the organizational culture but in this study few factor are discussed and literature support that these factor have great impact on creation of organizational culture.

Organizational culture is probably the most significant factor determining an organization's competence, success, and durability. It also contributes a lot to the organization's product representation and variety assurance. Organizational Culture generates power and authority. (Seibert *et al.*, 2004). The energy will spread through the organization and create new forces for success. As a broadly used idea, **organizational culture** is a critical environment situation that changes the structure and subsystems of an organization and investigative it is a valuable and logically implemented. The managerial leaders have a basic responsibility to play in the organization through their actions and leadership, while the employees contribute in developing the organizational culture, which is the work environment (Cameron&Quinn's, 2006).

One study initiate that culture contributes to the success of the organization, but not all aspect contributes the same. It was found that the impacts of these facets differ by global regions, which imply that organizational culture is force by national culture. Additionally, safety climate is related to an organization's safety documentation. Organizational cultures are reflect in the techniques that people complete farm duties, set goals, and manage the required capital to achieve objectives (Williams, 2011).

The importance of a knowledge sharing culture as an enabler for the transfer and creation of knowledge. The recruits within the organization must be enthusiastic to share their knowledge with others. Leaders must know the culture both on an executive and public point. While culture often exists on an organizational level, each community may have its own standard, perception, and cooperative perceptive. Their willingness to share and to seek knowledge will be inclined by these cooperative visions (Al-Alawi *et al.*, 2007).

### 1. Literature Review

Organizational culture is defined as “the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization.”(Valencia, 2011).

Basically, organizational culture is the behavior of the organization. Culture consists of the statement, assessment, standard and concrete symptom of organization employees and their performance (Zhang&Schroeder, 2010). Individuals move toward the organization and judge the culture of organization. Culture is difficult to express because each organization has different culture for example telecom sector has totally different culture than hospitals (Taormina, 2009).

A small number of steady tools are planned to measure the general culture of organization. One tool to measure general idea of culture was to review the bureaucratic, innovative, and supportive culture. Bureaucratic culture of organization is based on clear judgment, arrange in a proper manner and have chain of command plainly classify the roles and responsibilities of each person (Taormina, 2009) Innovative culture was creativities in nature, result oriented and attractive towards high risk. Supportive culture support expectation, team work and individual autonomy that differentiate by rational and satisfied common contacts (Valencia, 2011).

Organizational culture and policies are highly correlated with each other. It is normally seen that when organization change its strategies and adopt that policies are parallel with organization culture. Many studies also indicate that factors such as organization arrangement of work and information system consequence the organizational culture strategic implementation (Zhang &Schroeder, 2010).

To achieve the objectives of organizational and increase the performance of organization many scholars enhanced the concept of organizational learning. It is defined as “A learning organization may best be thought of as one that focuses on developing and information and knowledge, to change behaviors, and to improve bottom-line results” (Nafukho&Graham, 2006). Using its information and knowledge capabilities in order to create higher-valued. Two main rationales behind the successful organization are: firstly, situation modification will be less than or equivalent to organizational learning. Secondly, to endure organization must use learning most advantageous and attain quality. By getting the values organizational will advance the probability of their existence (Sackman & Friesl, 2007).

For the transmission of ability and providing the guidance supervisor and coworker support are important. Coworker makes direct contact with their colleagues, having the same rank. The result of the colleagues is significant. As a result, hiring a coworker for giving training might be more effective than a superior person in the organization (Chiaburu, 2010).

Many theories and models are used support the organizational culture, competing value framework (CVP) is most generally used to recognize the organizational culture. The basic of CVP is the arrangement of four categories of culture.

*Clean culture:* in this type of culture individual work together and sharing with each other. The features of this type of culture are joint effort, collaboration, workforce loyalty to organization and human resource participation (Cameron&Quinn’s, 2006)

*Adhocracy culture:* in this category organization have organic culture that illustrate innovative place of work, gave the power to employees to take the risk and make effective decision (Cameron&Quinn’s, 2006).

*Market culture:* to gain the competitive edge organizations make the dealings with additional stakeholders. Effective output and competition are basis for market culture (Cameron&Quinn’s, 2006).

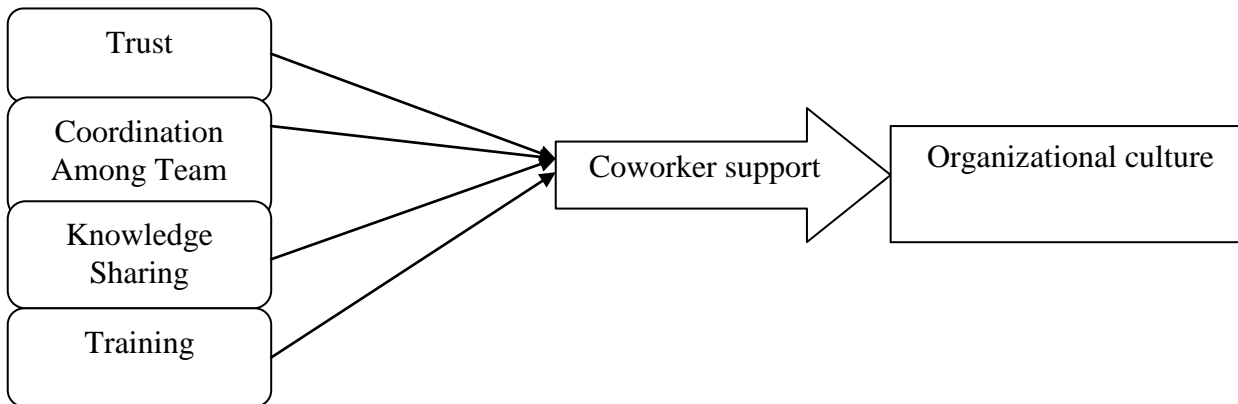
*Hierarchy culture:* in this sort of culture organizations have formal and several hierarchies. Proper rules and practices are followed and have many levels of positions and parallel work for doing the operation (Cameron & Quinn’s, 2006).

Organization culture and training and expansion plan are interlinked with each other and the organizational culture outlines these policies (Kissack & Callahan, 2010). Similarly, a positive relationship is also found among the training and organizational standards to cooperation, creativeness, superiority and entrustment (Hassan, 2007).

Social exchange is the interaction among the two or more groups and each set gave feedback to each other. Trust is the basic foundation for social exchange (Byrne et al, 2010) “The motivation of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor” (Camerman *et al.*, 2007). Team work provides the more effective results as contrast with the individual who functioning by their self. The benefits that are obtained by working in teams are higher quality of work, numerous points of view, better creativeness, preciseness in decision making (Hertel, 2011).

At the different level of organizational culture the breakdown of training is due to demonstration of standards, ideas and theories mutually discuss by the individuals (Bunch, 2007). The reasons behind the failure of training are confusing factors effects, non-quantifiable outcome, cost and benefit result, and work of trust cause, instructor sympathy effect and organizational biasness effect (Hassi & Storti, 2011).

## 2. Conceptual Model



## 4 Discussions

### 4.1 Trust

Trustworthiness is the part of trust that includes capabilities, generosity and reliability. Trustworthiness makes the individuals perceive support about the organization and its representative. Because supervisor act as an agent and the staff enlarge their awareness of reliability to the administrative and build up the relationship of social exchange with the organization (Colquitt *et al.*, 2007). One study shows that the individual who trust their executive they will also build the trust with institute. Furthermore when employees have trust on their manager they share the ideas and beliefs and increase the motivation that their behavior support the organization (Shore *et al.*, 2009). Supervisor has power over their employees that are base on job and responsibilities due to this power there is some agency conflict between them. According to the agency theory supervisor hire agent to work for them and employees are act as agent. This theory considers that agent work for their interest rather than their supervisor (Werbal & Henriques, 2009).

Leader member exchange is depending upon shared belief and knows it is essential to know the circumstances that support the trust (Uhl-Bien, 2006) One study use the social exchange theory of leadership to examine the trust for both assistant and director build the quality relationship that is characterize by leader member exchange. This theory has ordinary focal point on supervisor and subordinate as a unit and share of capital among the individual and boss. Manager

gave the resources for doing the work and worker gave the output by using the resources to show the smooth progress of company therefore supervisor and subordinate has some extent of mutually dependent in social exchange theory. (Brower *et al.*, 2000).

*Leader trust in subordinates:* Giving out of power of trust among the supervisor and subordinate is a fundamental concern. For the effective output of organization supervisor must have to give some right to workforces for the decision making (Ferrin *et al.*, 2007). Supervisor has main authority and subordinate act as agent and work on behalf of supervisor so that agency problem occurs. One way to overcome this issue is to develop the trust between two parties. Many types of situation that lead to trust are generosity, honesty and capability (Williams, 2011). In one study Butler approach is applied to provision of trust. Butler identifies ten facts of trust truthfulness, accessibility, sincerity, devotion, security, capability, justice, separated, approachability, and consistency (Butler, 1991).

*Subordinate trust in leader:* In comparison to supervisor, subordinate trust is based on incentive and resource allocation by supervisor (Weathington, 2006). Justice is an important issue from the subordinate side (Mayer *et al.*, 2007). Supervisor allocates the resources in proper and fair ways that create awareness of justice. Subordinate trust to their supervisor, that supervisor exchange and gave incentives, authority and capital that is suitable for individuals. Letdown not to meet these requirements directs the defeat of trust (Lapidot *et al.*, 2007).

#### **4.2 Coordination Among Teams**

Motivation gain in teams refers to the individual with higher level of effort in a team. Motivation gain can also be obtained when the member of group believe that victory of team is important for their own interests (Gockel *et al.*, 2008). Team member not only provide affective support but also provide the concrete support for example suggestion and task related support. Task related support comprise of two type of action firstly, information related task give the guidance about how to resolve a critical problems and behavioral task support include to confer help on completion of work (Wittchenetal,2009).

Personality opinion, thoughts and performance of individuals in team provide the framework to know about the team environment (Seibert *et al.*, 2004). Personality behavior is the central basis of shared control inside the team structure (Hulsheger *et al.*, 2009). Faith and assurance prevailed where successful communication occurs in organizations. Team constituent works jointly willingly and carefully when there is strong trust exist among individuals working in teams. When the team member builds trust on each other skills and potentials they easily exchange their ideas. Trust has significant effect on creation of organizational culture (Xue *et al.* 2011).

Affiliation corresponding to consistency that refers coordination among individuals. Unity is a physiological power that links the people together and makes attraction towards the teams. The logic of cohesion and affiliation enable the team member motivation to think about of each individual and facilitates each other. As a result this lead to higher coworker support that crate an effective organizational culture (Pavlou *et al.*, 2007).

Innovativeness in a panel defined as degree to which change and creativity are actively encouraged and rewarded within the team (Xue *et al.* 2011). Modern team put emphasis on stream of data, education and logical risk taking. Individuals regarding to this group prove the improvement and maintain the inventive plans. People who have concern with the innovative environment more exchange the information and inspired thoughts than other who regard to non-innovative environment (Bock *et al.*, 2005).

#### **4.3 Knowledge Sharing**

For the success of business organization need resources and the most important resource is knowledge sharing. Knowledge sharing is basically a work that shares the information and knowledge among the organization member. From the research some factor that effect the knowledge sharing are reliance, communication, skills, incentive and structure of organization

these aspects directly related to knowledge sharing. Organizational culture is the separate element that assists the knowledge sharing (Abzari & Teimouri 2008; Al-Alawi *et al*, 2007). Only few studies show the relationship between organizational culture and knowledge sharing (Sackman & Friesl, 2007). Organization must have abilities to create the knowledge and knowledge creation is classify as the “extent to which individual have assess to one an other and other stakeholder, are competent of combine the knowledge and information into new knowledge” (smith et al, 2005). For the firm it is distinctive ability to gain the competitive edge and high yield.

If the purpose of a company is to gain the benefit of knowledge sharing there are many factor that influence on knowledge sharing. The first factor to discuss is information technology. Information technology is growing rapidly now a days and many organization adopt it very quickly (Tohidinia & Mosakhani, 2010). There are many reasons such as increasing acknowledgment of information, escalating the complication for work and the rate of modification around us (Huysman & Wulf, 2006). IT has been observe in many studies individual have strong belief that IT, computerize data add to gave the valuable information. By using IT time and cost both are saved, things are done more accurately and the results are consistence and reliable.

Self efficacy is another factor that has positive influence on knowledge sharing. It is classify as individual own confidence on his/her competences. Self efficacy is an essential element to measure the performance of natives (Heslin & Klehe, 2006). It is one of the most important factor headed for knowledge sharing. So in on study it is empirically tested and the results are significant and knowledge sharing positively effects the knowledge sharing. Knowledge sharing in turn has effect on creating organization culture (Tohidinia & Mosakhani, 2010).

A subjective norm is also one of the most important factor that contribute toward knowledge sharing. In many studies it had been shown that there is positive relationship between knowledge sharing and norms (Lin & Lee, 2004). Subjective norms indicate the acceptance of characters to share with each other in organization. It play n important in knowledge sharing (Sun & Scott, 2005). By testing the hypothesis result are significant and results are supported by TPB (theory of planned behavior) framework (Tohidinia & Mosakhani, 2010).

In previous studies behavioral control is the central factor in knowledge sharing (Blue et al., 2001; Ryu et al., 2003; Lin and Lee, 2004). In these researches it has been proved that high behavioral control has positive relationship with knowledge sharing (Lin & Lee, 2004) and deficient of behavioral control has negatively affect the knowledge haring (Ryu et al., 2003). In the study of Tohidinia & Mosakhani, 2010 it has been prove logically by testing it that results are significant.

#### **4.4 Training**

Training is the ground concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational background. Many studies have done on personality attitude toward training. Arab culture completely confident about the training and development (Wilkins, 2001). An example shows that in Arab society training is important and supposed as compensation by top level of management (Ali and Magalhaes, 2008). In the European countries training is highly appreciated as well as people participation and opinionated concern (Hassi & Starti 2011). In Nigeria people perceived training as a negative. Most of the worker believes that training is not anything than consumption of time and assets and considers that they hire the trained employees in their organization so that further training is not required (Akanji & Bankole, 2007). In one study it is explained that management observe the significance and value of training were associated with planned goal of organization (Hassi & Starti 2011).The literature gave the design that positive culture is unwilling to give the training to worker in an organization. Other culture demonstrates that to give the training on particular work (Hassi & Storti, 2011). In conclusion 16 states that greater part of nation note that the cultural standards



contribute to training. Lesser the control in organization greater will be the number of people takes part in training actions. The next division comes to types of organizational training. A proper arrangement of training is provided to employees. Mostly the training in France is hypothetical and rights generalization in facts (Schneider & Barsoux, 2003). In general measurement of training flow in a manner in which groups develops the relation with humanity and highly regarded. Although innovation and self-governing the chain of command has been sustained (Chanlat, 2008). Special categories of training in Germany don't take possession of chain of command; professional training in Germany is a custom. In Norway, organizations choose a universal type of guidance for their recruits. Furthermore, Norwegian organizations gave preference to training that is given in a work environment (Akanji & Bankole, 2007).

In one study it is conclude that cultural ethics and customs of executive, human resources and administrator are directly affected by training. Literature gave the notion that different type's of organizational training fluctuate over the culture (Subedi 2006). Strategies and practices that support the training is important in different countries and this difference observe from social group and director with respect to training. Hassi & Storti, (2011) emphasize the function of public values view organizational training writer wind up by saying that greater the point of reference toward hope, more societies advances training.

## 5. Conclusion

The analysis of research results showed the overall consistency of findings with the model and also the previous studies support that different factors have consistent results towards the organizational culture. First, Knowledge sharing strengthens the positive attitude towards the organizational culture. The employees who felt that by sharing their knowledge they will contribute to the achievement of desired outcomes were more likely to share their knowledge. Secondly, Team climate is an important factor for the creation of organizational this study integrates two important view the social environment of the team and the value of the team leader. The authors find that both team climate and knowledge sharing have two ways to influence the organizational culture. This suggests that their effects are both internal and external. Internally, they affect individuals' subjective attitude which in turn increases knowledge sharing. Externally, social pressures from team climate directly encourage knowledge sharing. Thirdly, training is also an important factor that directly affects the culture of organization. By giving the continuous training, companies can enhance their managers' ability level, a contributing factor to trustworthiness of the supervisor. Company's leaders may be considered agents of society. Therefore, such leaders should be essential to contribute in training to express reliability at these levels, and held responsible for raising a positive exchange link with culture, in order to facilitate the broad exchange of goods and services that keep organization successful.

## 6. Limitations

- There are some other factors that could affect the coworker support in organizational culture because many researchers have done a lot of work on those factors.
- Due to less time period this study only consists of model testing.
- Difference in culture between countries and regions might be account for important differences in manipulate of factor in model testing.

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