

# Organizational Culture: Creating, Changing, Measuring and Consolidating for Performance

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## Abstract

The Culture of an organization starts with the leadership of the organization. The culture of an organization is seen as a DNA that is not visible to the eye, but a very powerful tool that shapes what happens in an organization. Therefore, organizational culture is the personality of the organization. The main thrust of this paper examines how an organization can create, change and strengthen culture as it affects her performance. Furthermore, it examines how organizational culture dynamically creates structures and frameworks for the operations of an organization. This paper further suggests that it is central to comprehend the environmental setting of an organization in order to delineate the cultural standards, values and beliefs to implement. Employees with beliefs and values that are compatible with the organizations' culture must be recruited from the inception of an organization operation and throughout her life span. Organizations must inspire socialization and incorporation of individual employees' goals with the organizations' goals and objectives to sustain her culture. An organization's Management should implement the development of interconnecting culture through the use of unambiguous statements of single-mindedness, core values and cultural standards. Actively, top management should appraise various cultural elements, as this will help to manage and take necessary actions in strengthening culture.

**Key words:** Organizational Culture, Create, Change, Strengthening, Measuring, Performance and organization

## 1. Introduction:

Cultural factors appear in every aspect of an organization from the highest level management to lowest level of management. Culture in simple terms can be referred to the underlying values, beliefs and codes of practice that makes a community what it is. The customs of society, the self-image of the members of the society, the things that make it different from other societies, are the cultural values of the society. Culture is powerfully subjective and reflects the meanings and understandings that we attribute to circumstances we find ourselves. Organizations are just one member element of a society or community where it runs its operations. People as either customers or as employees enter organizations from the surrounding community and carry along with them their cultural values with them. It is still possible for an organization to have her cultures as they possess contradictory quality of being both part of and apart from the society or community.

Since the early eighties, the concept of organizational culture has attracted much attention from both academics and practitioners. Following Vandenberghe (1999), "evidence has been reported that culture dimensions vary significantly across organizations, be they captured by behavioral norms and expectations, perceived practices, or organizational values. He went further to state that a meaningful way to conceptualize how culture influences the behavior of employees can be found in the tenets of the congruence perspective. That is to that this perspective is based on the notion that employees adapt and adjust better to their work environment when the organization's characteristics match their personal orientations.

The perceptions and beliefs of people that make up an organization's culture are advanced and refined by communications and interactions among people inside and outside the organization. These perceptions and beliefs can effect and can be effected by people's behaviors on such things as ways to proffer solutions to problems, how to carry out a job and how to communicate. These, in turn, affect an individual's job performance and satisfaction, and then affect an organization's performance. It has been shown that organizational culture can have a positive effect on competitive advantage, increased productivity and a firm's performance Yeung et al (1991). On an individual's level, Zamanou et al (1994) found organizational culture could affect an employee's participation and involvement. If organizational culture impacts an organizational performance, it is because the culture of that organization has impacted the employees first, which in turn impacts on the overall performance, productivity or competitive advantage of the organization.

Researchers and practitioners nowadays seem to have admitted that an organization's well founded culture can contribute to its organizational performance. Definitely, it is not the only cause of its organizational performance. A well planned strategy must be implemented along with a well-developed organizational culture. The locus of this paper examines the changing organizational culture as it affects organizational performance. Furthermore, it examines how organizational culture dynamically creates structures and frameworks for the operations of an organization.

## 2. Theoretical Framework:

The question mostly asked is that; does organizational culture affect the performances of organizations? Organizational culture is so important in some companies; in the United States individuals occupy job posts as

the Director of Company Culture and Education. McShane (2005) says “Every company has a Culture, it comes from within and it takes time to create.” Culture is one of the most important concept that is so precious to any kind of organization and a lot of hard work is needed to be done on it sustain it.

Studies have shown that strong culture does not necessarily result to higher performances of organizations. Only a modestly positive relationship between culture strength and performance exists. One major reason why a strong culture can lead to a higher performance of an organization is if when the organizational culture content is appropriate with the organizational environment. When an organization’s culture does not align with the environment, then it will be difficult for the organization to serve its customers and satisfy them, which will lead to the high performance of the organization.

Disagreeing sub-cultural values are at times held back by strong cultures, which on the long run may not allow the organization to nurture new cultural values that should be dominant as the environment changes. Therefore, organizational leaders should recognize that healthy organizations have subcultures with disagreeing values that may produce dominant values in the future.

Socialization is an important and powerful process of transmitting organizational culture, Gibson et al (2003). The integration of an organization is achieved basically by aligning and integrating the goals of individual employees with the ones of the organization; the greater the agreement between individual employee goals and organization objectives, the greater the integration. The process of socialization achieves organizational integration by undoing an individual’s previously held goals and create new ones that come closer to the ones valued by the organization.

Integration of organizational and individual employees’ interest can also involve ethical issues. “Ethical issues become more prominent when two parties do not share the same legitimate power” Gibson et al (2003). Therefore, employees are challenged with making moral decisions that are fair and right thing to do.

Effective socialization according to Gibson, requires joint and supportive efforts of leaders and subordinates. Likert, stresses the importance of the leader who maintains high performance standards and group-centered leadership techniques.

According to McShane (2005), five approaches that are commonly cited in literature are: actions of founders and leaders, introducing culturally consistent rewards, maintaining a stable workforce, managing the cultural network, and selecting and socializing new employees.

The founder of an organization or leader establishes a culture that is both fun and efficient. They develop the structure and system that supports their personal values. They are usually known as the visionary of the organization where they provide a powerful role model for others to follow. When subsequent leaders emerge in the same organization, they tend to break the organization away from the founder’s values if they apply the principle of transformational leadership concepts. “A transformational leader is one who communicates and enacts his visions of the future” McShane (2005).

Introducing culturally consistent rewards strengthens organizational culture. The idea of this approach is to align rewards to the cultural values an organization is intending to reinforce.

Lastly, another reason why strong culture may not necessarily lead to an effective organization is that strong cultures lock decision makers into mental models (assumptions) that blind them from identifying new opportunities and unique problems. Therefore, strong culture may cause decision makers to overlook or wrongly define salient misalignments between the organization’s activities and the changing environment.

Researchers argue that culture is the single most important factor accounting for success or failure in organizations. They usually identify four key dimensions of culture:

1. Values – the beliefs that lie at the heart of the corporate culture.
2. Heroes – the people who embody values.
3. Rites and rituals – routines of interaction that have strong symbolic qualities.
4. The culture network – the informal communication system or hidden hierarchy of Power in the organization.

Theorists suggest a psychological theory of the link between organizational culture and organizational performance. Culture can be looked upon as a reward of work; we sacrifice much to the organization and culture is a form of return on effort. An author refers to the paradox implicit in linking culture with change. On the surface, culture has essentially traditional and stable qualities, so how can you have a ‘culture of change?’ Yet this is exactly what the innovative organization needs.

#### *2.1 Economic Relevance of Organizational Culture:*

Organizational culture is an unseen system of synchronization directing each employee towards the achievement of the set goals and objectives. The goals, objectives and the ways of achieving the goals and objectives cannot be altered without understanding the key attractors and drivers in the culture of the organization. The causes of many profitability and responsiveness issues in organizations are not found in the structure, in the leadership, or in the employees but the challenges are found in the cultures and sub-cultures of the organization.

According to Mowat (2002) Understanding the culture of an organization facilitates:

- Hiring employees that will succeed in the organization.

- “The culture of an organization affects the type of people employed, their career aspirations, their educational backgrounds, and their status in society.” BOLA (2001)
- “The only trustworthy predictor of on-the-job success is how closely an individual’s work habits match the organizational culture...” Giles (2000)
- Creating policies and assignments to increase profitability and respond to market demands. Having a firm grasp of a company’s culture and its nuances gives an executive the edge.
  - “New policies and assignments should consider the organizational culture and should be communicated in a manner congruent to the existing work strategies and beliefs. Learning how to communicate to the above listed tendencies can give an executive enormous power.” Giles (2000)
  - “If the organization wants to maximize its ability to attain its strategic objectives, it must understand if the prevailing culture supports and drives the actions necessary to achieve its strategic goals.” Hagberg et al (2000)
- Making significant changes to the corporation in response to real threats to its continued existence.
  - “Understanding and assessing your organization's culture can mean the difference between success and failure in today's fast changing business environment” Hagberg et al (2000)
  - “Many companies have turned themselves around, converting imminent bankruptcy into prosperity. Some did it through financial gimmickry, but the ones who have become stars did it by changing their own culture.” Toolpack (2001)
  - “The power of cultural change is strong -- strong enough to turn an aging dinosaur into a state-of-the-art profit-maker... Because people working in different cultures act and perform differently, changing the culture can allow everyone to perform more effectively and constructively.” Toolpack (2001)
- Facilitating mergers, joint ventures, and acquisitions.
  - Being able to merge and reinvent corporate cultures plays a critical role in national and international takeovers, joint ventures and mergers. If the cultures cannot be merged or reinvented then the business will fail Wilms et al (1994). The failure of organizations to succeed in merging relates to the key non-economic factor, the organizational culture.
- Increasing profitability and growth.
  - Understanding, shaping, nurturing, and proclaiming cultural aspects can increase an organization’s profitability and growth. “Companies that display specific facets of corporate culture grow 10 times faster than companies that don’t. The average net sales growth for so-called high-culture companies is 141 percent, compared with 9 percent growth at “low-culture” companies” Kosan (2001).

### *2.2 Types of Organizational Culture:*

Culture types over time have been researched into, which resulted in several listings of the types of culture existing from one organization to another. In order to better understand the types of culture existing in an organization, below are two authors that gave their types of organizational culture.

Nummelin (2007) identified four major types of culture are called clan, adhocracy, hierarchy and market. She said some organizations are seen effective by employees when the organization is able to adapt and change successfully when needed. Organizations can also be viewed very effective when their internal characteristics are coherent thereby acting consistently.

The Clan type of culture is when employees are committed to the organization and when the organization is also committed to its employees. Tasks are carried out by teams that can have self-governing roles and the customers of the organization are seen as partners.

The Adhocracy culture describes the effectiveness of an organization. This type of culture allows the environment to force organizations to be very flexible in their actions. Employees are motivated to be innovative, creative and entrepreneurial.

The Market culture talks about being externally oriented, but power is centralized. An organization possessing this type of culture is characterized by values such as competitiveness and productivity, which are measured between the organizational units and between individual employees.

The last type of culture Nummelin identified is Hierarchy culture, which is typical of organizations in the public sector and old organizations. Organizations possessing this culture type are considered stable and consistent. However, organizations found in this category, need to act predictable and reliable.

Gibson et al (2003) also identified four types of organizational culture. In some organizations, a particular type of culture is most prominent among the four types of organizational culture. While in some other organizations, multiple cultures work simultaneously in different departments. The following are the four types of organizational culture Gibson gave:

1. **Bureaucratic Culture:** An organization that has a bureaucratic culture is characterized by rules, policies, procedures, chain of command and centralized decision making. An organization that is managed by autocratic managers is examples of bureaucratic culture.
2. **Clan Culture:** This type of culture is characterized by being a part of a working family following tradition and rituals, framework and spirit, self-management, and social influence. Employees here are willing to work hard for a fair and equitable compensation. Socialization is very important in a clan cultured environment. Members or employees help each other celebrate successes together.
3. **Entrepreneurial Culture:** An illustration of entrepreneurial culture is innovation, creativity, risk taking and aggressively seeking opportunities. Employees here understand that dynamic change, individual initiatives and autonomy are standard practices.
4. **Market Culture:** The attributes of this type of culture are emphasis on sales growth, increased market share, financial stability and profitability. Employees have a contractual relationship with the organization. There is usually little feeling of teamwork and cohesiveness in this type of culture. In this type of culture employees corporate and work together as a team to achieve market share and financial performance goals. In other words, cooperation is needed when necessary, but not deeply anchored on relationships.

Comparing the above types of organizational culture of the two authors, we can see clearly that there are similarities in the four types of organizational culture. Nummelin talked about Clan, Market, Hierarchy and Adhocracy as types of organizational culture, while Gibson looked at Clan, Market, Bureaucratic and Entrepreneurial as types of organizational culture. There is no one ideal type of organizational culture, however there are preferences by employees for particular cultures. An example is a situation where an employee works in a bureaucratic culture and prefers a more entrepreneurial culture difficulties will likely develop. If the employee and culture find it difficult to align, it will become stressful for the employee to work in that environment and will probably result in the employee leaving the organization.

### *2.3 Factors Influencing Organizational Culture:*

In assessing the nature of an organization's culture, it is important for managers to understand the factors which influence culture. The most frequently cited groupings of factors according to Schein (1991) include the following.

1. *The business environment:* The general business environment in which an organization operates helps to determine the culture. Society at large will influence opinions about work, money, status and different types of jobs. The writings of sociology and anthropology highlight the differences in cultural attitudes between geographical regions as well as differences between different levels of social strata. These differences will affect commitment, respect for managers, attitudes towards service and the customer.

2. *Leadership:* Leadership is thought by authors such as Kotter et al (1992) and Schein (1983) as having some influence on the culture of an organization. However, there is no empirical evidence to suggest that it has the totally overpowering and guiding hand suggested by these authors. Where there is evidence of a link between leadership and culture, it is in young newly created organizations. In new organizations, Pettigrew (1979) believes that the entrepreneur or founder influences the culture through his own ambitions, the interactive processes between entrepreneurs and their followers and the more general processes through which purpose and commitment are generated and sustained. Schein (1991) saw the founder as having a critical role in reducing anxiety with in a new group situation. As the founder's prescriptions of how things are to be done help to set standards of acceptable behaviour and best practice, they also help to structure the initially unstructured relationships among the new group members.

3. *Management practices and the formal socialization process:* The manner in which an organization is managed is likely to influence either positively or negatively the beliefs, attitudes and behaviour of the employees. Before considering management practices, there is a need to distinguish between management and leadership. Kotter (1990) summarized many authors' definitions of leadership by stating that it is involved in the long-term direction of the organization through the development of a vision and strategies for the future. The leader is then responsible for communicating through words and deeds this vision to internal and external audiences while motivating and inspiring the individuals who have to deliver it. Management, on the other hand, is generally described as being about the detailed planning, budgeting, organizing, controlling and staffing of the organization as well as *ad hoc* problem solving. Within these management tasks, managers have control over arrange of factors that apparently affect cultural transmission. The most important of these, highlighted by Harrison (1991), are recruitment, formal socialization procedures and the turnover of employees.

4. *The informal socialization process:* As all of the definitions of corporate culture identify the critical element of sharing with in a group, it is important to consider how an individual behaves within the group context. From group dynamic theory, the individual in a group setting has basically three primary needs, according to Schein (1991); Schutz (1969); McGrath (1984).

The first of these is to feel part of the group by developing a viable role and being recognized by other members of the group. This involves a compromise of maintaining a distinct and separate identity at the same time as being seen as a group member.

Second, there is a need to feel powerful, able to influence and control whilst accepting the needs of others to do the same. This can lead to conflict but can also help to formulate the roles of individuals within the group.

Third, there is a need to feel accepted by the group and to achieve the basic security and intimacy that comes with that.

These factors are important whether it is a totally new group that is being formed or where a new member is entering an existing group. Schein (1991) saw these needs as reflecting the basic human needs for security, mastery of the environment (influence and control) and love (acceptance and intimacy).

#### *2.4 Creating and Changing Organizational Culture:*

Waldera (2002) asked a question in his work, which was put thus: “How does an organization move forward with adapting its culture for future growth?” Answering this question, Waldera identified three steps an organization will need to take to move forward with adapting its culture for future growth:

1. Communicating the culture;
2. Measuring the culture;
3. Aligning the organization’s actions and practices with new cultural norms.

#### Communicating the Culture:

Waldera suggests that building a robust culture requires constant care. To withstand the test of time, values and cultural norms must be rooted in real life and communicated on a daily basis.

While it is not sufficient, a cultural statement is a necessary starting point for creating culture. Covenants inspire communities. They represent commitments that join people together and provide guidelines for action.

An explicit articulation of values, beliefs and norms establishes informal expectations for behavior. With a clear focal point, employees and managers begin to reinforce behaviors themselves and become a self-regulating and self-monitoring system. Communicating culture through words usually starts with an explicit statement of:

**Purpose:** According to Collins et al, this is the “organization’s fundamental reasons for existence beyond just making money – a perpetual guiding star on the horizon; not to be confused with specific goals or business strategies.”

**Core Values:** Again according to Collins et al, “the organization’s essential and enduring tenets – a small set of guiding principles; not to be confused with specific cultural or operating practices; not to be compromised for financial gain or short-term expediency.”

**Cultural norms:** Patterns of attitudes, behaviors and practices that express underlying purpose and values. Norms describe the ways the organization and employees operate consistently with corporate ideology.

This statement is then reinforced over time through storytelling, anecdotes, corporate histories and parables. Communicating culture through actions and symbols makes the words credible and come to life. There is virtually no end to what organizations and leaders do to communicate culture indirectly. Schein (1985) pointed out several means of communicating culture, they include:

- Performance management criteria/reward criteria
- Decision making processes and criteria
- Role Modeling/setting an example
- Criteria for recruitment, selection, promotion
- Teaching and coaching criteria
- Resource allocation decisions
- Organization design and structure
- Business processes, procedures and policies
- Design and decoration of the physical space
- Physical brands such as logos, graphics, templates

Waldera therefore, said that a statement of culture in and of itself is a powerful tool to mobilize and connect employee actions. If these statements are used consistently and frequently in various communication vehicles, it binds employees to the community. Furthermore, surrounded by other symbols and tools that help people translate the statement into action, a cultural statement serves as a cornerstone for employee behavior.

#### Measuring Culture:

There is only one way to ensure that a culture remains productive over time and that is through measurement. Left unchecked, a culture can fragment or weaken over time. Simple and regular cultural tracking allows companies to manage their cultures and take necessary actions to sustain them over time. How does a company measure culture? There are two generally accepted ways of measuring culture.

The first is an ethnographic approach, in which trained researchers observe the culture, interview key informants and catalogue practices. The other approach to measuring culture is quantitative, using employee surveys to

identify perceptions and observations. There are numerous instruments available for such research, including the Organizational Culture Profile (O'Reilly), the Corporate Culture Survey (Glaser), Organizational Culture Measuring Instrument (Koteswara) and the Organizational Culture Inventory (Human Synergistic).

#### Adopting New Cultural Norms and Practices:

Once cultural gaps and priorities are determined, companies need a mechanism for managing and adapting culture. In this regard, there are many cultural change models and methodologies for implementing such changes.

Mowat (2002), suggests that changing a corporate culture is a very complex task, long-term, and expensive undertaking that will either revitalize or kill the company. This sought of task should not be undertaken lightly. Culture change must be driven by a powerful, transformational reason: The competition is succeeding and you are not: Your company will fail if it does not change. "For change to be successful there needs to be a compelling reason to change, a clear vision of what the change will be, and, a sensible first step" Tribus (2001). Tan (2001) outlines four instances where corporate cultures need to be changed:

1. When two or more companies of varied backgrounds merge and continuous conflict among people of different groups are undermining their performance;
2. When an organization has been around for a long time and its way of working are so entrenched that it is hindering the company from adapting to changes and competing in the marketplace;
3. When a company moves into a totally different industry or areas of business and its current ways of doing things are threatening the survival of the organization; and
4. When a company whose staffs are so used to work under the favorable conditions of economic boom but could not adapt to the challenges posed by an economic slowdown.

Corporate culture cannot be changed through changing a policy or issuing an edict. It can also not be accomplished overnight. "The only way to change organizational culture overnight is to fire everyone and hire a new staff with the working behaviors you now want." (Giles, 2000) Culture change requires consistency of message, goal, direction, and leadership to succeed.

To change a culture one needs to change the images and values, the evaluative, and the social elements of the organization. This requires a strong leader, who knows where they want the company to go, why they want it to go there, can articulate both these points, and who has the power to drive the change throughout the organization. This leader, in all the proponents of change in the organization, must consistently and obviously "model the behavior they want to see in others. If they do not send a consistent message and keep that message clear and dominant over time, cultural change may be seen as just another fad." Toolpack (2001)

Given strong leadership, Bijur (2001) has identified the five aspects of a successful change.

1. Values: values that drive the organization toward the realization of a shared vision.
2. Motivation: understand what motivates people. Make them stakeholders in the change.
3. Shared Ideas and Strategies: create an environment that enables the sharing of ideas and strategies and encourages change.
4. Goals: clear and unambiguous goals, frequently communicated and discussed. Clear link between individual and corporate goals.
5. Performance Ethic: a reward and recognition system that instills in the organization a performance ethic.

"Leaders of organizations must lay value foundations, cultural anchors and behavioral guidelines so that growth and development are harmonious and congruent, and not mechanistic, haphazard, harmful, or destructive. Creative conflict and patterned disequilibrium are the paradoxical dynamics for culture, development, and growth in organizational life" Stupak (1998).

Changing a culture can take between three to six years during which profitability can be seriously affected Toolpack (2001). However, those organizations that have changed their cultures successfully end up reaping enormous rewards.

#### *2.5 Strengthening Organizational Culture towards Organizational Performance:*

Organizational culture is assessed by researchers in different indications. Authors concentrate on the indicators through legends, stories, and language, Martin et al (1983, 1992). It is also studied in the form of rites and rituals, Trice et al (1984), symbolic interactions, Glaser et al (1967) and Hatch (1993), and shared values and beliefs, Cooke et al (1988). The study conducted by Hofstede et al (1990), empirically shows that shared perceptions of daily practices from the core of an organization's culture and their findings supported that culture can be measured in quantitative terms. In their research study Chatman et al (1994) conceptualized and quantified organizational culture in terms of values and beliefs. They examined the effects of industry characteristics on organizational culture by assessing the similarities and differences in firm cultures within and across industries. Values typically act as the defining elements of a culture, and norms, symbols, rituals, and other cultural activities revolve around them, Enz (1988). Realizing its importance given in the literature, it was decided to develop an instrument to measure organizational culture in terms of values and believes.

Flamholtz et al (2005) carried out a study on the “Differential Impact of Cultural Elements on Financial Performance.” In the course of their work, six cultural elements were revealed that formed the basis of measuring organizational culture in an organization. The cultural elements include: Customer Scale, Human Resource Practices Scale, identification with Company Scale, Performance and Behavior Standards, Corporate Citizenship Scale, and Communication Scale. Of the six scales that were considered in the analysis the customer scale was found to be the most related to financial performance. This was followed by the Corporate Citizenship Scale explained 41% of the variation in financial performance, which was explained by the contribution of the company to the local community and the manner in which the employees felt that the company was perceived by the local community. The Performance and Behavior Standards scale explained 38% of the variance in financial performance and the identification with the company scale explained 22% of the variance in financial performance. The Human Resource Management Scale and the Communication scale were not significantly correlated with financial performance.

Following the work of Koteswara et al (2005), Literatures have revealed that organizational culture is measured by various authors in terms of various elements. He identified a total number of 123 elements. This actually does not mean that there are only 123 elements that can be used to measure organizational culture; there is a possibility that there may be some more which have not fallen into the 123 elements. The table 1 below shows the 123 elements of organizational culture and the ten authors who discovered the elements. Koteswara and his colleagues went further to summarize the 123 elements into ten elements that can be used in the measurement of organizational culture.

An organization’s culture is best understood and embedded in the minds of employees. Therefore, organizations depend on stable workforce to communicate and reinforce the dominant beliefs and values. An organization’s culture can fade out over time when there is a high level of labor turnover and unnecessary downsizing because the organization’s memory and history leaves with the employees.

An effective network of cultural transmission is necessary in strengthening an organization’s underlying assumptions, values, and beliefs. Senior executives should take advantage of cultural network so as for them to be able to share their own stories and creating opportunities to demonstrate shared meaning. Organization’s magazines and other forms of media can be used to strengthen organizational culture by communicating cultural values and beliefs more efficiently.

It is recommended that organizations should strengthen their organizational culture by hiring people with beliefs, values and assumptions similar to those cultures within the organizations. It is observed that a person-organization fit also improves job satisfaction and organizational loyalty because new hires with values compatible to the corporate culture adjust more quickly to the organization.

**Table 1: Proposed Elements of Organizational Culture**

Authors	Elements Proposed
<b>Likert (1967)</b>	Leadership, Motivational Forces, Communication Processes, Interaction Processes, Decision Making Processes, Goal Setting Processes, Performance Processes, Control Processes, Training
<b>Robbins (1990)</b>	Individual Initiative, Risk Tolerance, Direction, Integration, Management Support, Control, Identity, Reward System, Conflict Tolerance, Communication Patterns
<b>Gordon ( 1988)</b>	Clarity Of Direction, Organizational Reach, Integration, Top Management Contact, Encouragement Of Individual Initiative, Conflict Resolution, Performance Clarity, Performance Emphasis, Action Orientation, Compensation, Human Resource Development
<b>Bettinger (1989)</b>	Attitude Towards Change, Strategic Organization Focus, Performance Standards And Values, Rituals, Concern For People, Reward And Punishments, Openness In Communication, Conflict Resolution, Market And Customer Orientation, Sense Of Pride, Commitment, Team Work
<b>Dension (1990)</b>	Organization Of Work, Communication Flow, Emphasis On People, Decision Making Practices, Influence And Control, Absence Of Bureaucracy, Co-Ordination, Job Challenge, Job Reward, Job Clarity, Supervisory Support, Supervisory Team Building, Supervisory Goal Emphasis, Peer Work Facilitation, Group Functioning, Satisfaction, Goal Integration.
<b>Pareek (1996))</b>	Internal, Ambiguity, Tolerant, Context Sensitive, Narcissistic, Future Oriented, Individualistic, Inner Directed, Universal, Role Bound, Androgynous, Power Parity, Expressive, Conserving, Assertive
<b>Parida, Mathur Khurana(1990)</b>	Support, Structure, Conflict Tolerance, Performance Reward, Individual Responsibility, Risk Tolerance, Individual Autonomy, Beliefs, Group Norms, Exercise Of Authority And Identity.
<b>Cooke, Lafferty (1989)</b>	Humanistic/Helpful, Affiliation, Achievement, Self-Actualization, Approval, Conventionality, Dependence, Avoidance, Oppositional, Power, Competitive, Perfectionism
<b>Kilan , Saxton (1983)</b>	Task Support, Task Innovation, Social Relations, Personal Freedom
<b>Sashkin (1984)</b>	Work Should Be Fun, Being The Best, Innovation, Attention To Detail, Worth And Value Of People, Quality, Communicating To Get The Job Done, Growth/Profit/Other Indicators Of Success, Hands-On Management, Importance Of A Shared Philosophy

**Source:** *Development of a Tool to Assess Organisational Culture in Indian Organizations, By Dr. P.K.Koteswara Rao, Dr. P.T.Srinivasan and S.George.J.P (2005)*

In addition to hiring and recruiting people with values compatible, organizations maintain strong cultures through the process of organizational socialization. Organizational socialization refers to the process by which individuals learn the values, expected behaviors, and social knowledge necessary to assume their roles in the organization, McShane (2005). Socialization is the process for absorbing corporate culture as well as helping new comers to adjust with co-workers, work procedures and other organizational realities.

### **3. Conclusions:**

It has been said that the existing culture of an organization provides an organizational framework that provides guidance on matters like what and how work is done, how people think and standards for interaction and communication, which will either have a positive or negative impact on the performance of the organization.

The Culture of an organization starts with the founder or owner or the leadership of the organization. The culture of an organization is seen as the DNA of a human that is not visible to the eye, but a very powerful tool that shapes what happens in an organization. Therefore, organizational culture is the personality of the organization.

After several studies and researches, it has been presumed that there is no generically good culture. It has also been presumed that there is no one ideal type of organizational culture, however there are preferences by employees for particular cultures. A culture may therefore be effective at one time, under a given set of circumstances and ineffective at another time. The reasons for many issues in organizations are not found in the structure, in the leadership, or in the employees but are found in the cultures and sub-cultures of organizations.

Studies have also shown that strong culture does not necessarily result to higher performances of organizations, but, only a modestly positive relationship between culture strength and performance exists, while other researchers also argue that culture is the single most important factor accounting for success or failure in organizations. One reason why a strong culture can lead to a higher performance of an organization is if when the organizational culture content is appropriate with the organizational environment. When an organization's culture does not align with the environment, then it will be difficult for the organization to serve its customers and satisfy them, which will lead to low performance of the organization.

Stipulations are made that the reason why strong culture may not necessarily lead to an effective organization is that strong cultures lock decision makers into assumptions that blind them from identifying new opportunities and unique problems, therefore, strong culture may cause decision makers to overlook or wrongly define salient misalignments between the organization's activities and the changing environment.

Organizational culture cannot be changed through changing a policy or issuing an edict. To change a culture one needs to change the images and values, the evaluative, and the social elements of the organization. In strengthening an organization's culture after several changes or newly created cultures, an effective network of cultural transmission is necessary in strengthening an organization's underlying assumptions, values, and beliefs. It is recommended that organizations should strengthen their organizational culture by hiring people with beliefs, values and assumptions similar to those cultures within the organizations.

It has therefore been concluded that there is no such thing as a 'right' or 'best' culture for all organizations. The most appropriate culture for an organization is the one that best helps it cope with the exigencies of its business environment. The most appropriate culture for an organization is the one that best helps it cope with the exigencies of its business environment.

In conclusion, it is central to comprehend the environmental setting of an organization in order to delineate the cultural norms, values and beliefs to implement. Employees with beliefs and values that are compatible with organizations' culture must be recruited from the inception of an organization operation and throughout her life span. Organizations must inspire socialization and incorporation of individual employees' goals with the organizations' goals and objectives to sustain her culture. An organization's Management should implement the development of interconnecting culture through the use of unambiguous statements of single-mindedness, core values and cultural standards. Actively, top management should appraise various cultural elements, as this will help to manage and take necessary actions in strengthening culture.

In sum, this paper has exposed insights regarding creating, changing measuring and strengthening organizational culture towards the performances of organizations. The general agreement is that positive organizational culture will lead to better performances of any organization, if all other factors are constant.

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