

Organizational Culture and its Impact in Organizations

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Abstract

Culture of an organization is often comes from what is already established in the organization and is useful for the organization. Organizational culture has always been very important for organizations, managers and leaders each organization has its own way of achieving success, arrangement and runs. Every culture has such profound weakness and a strength that varies depending on the organization. Activities of any organization is largely associated with the corporate culture and any kind of current activities and decisions within the context of its culture, so outside of the range, they will have less functionality.

Key words: Culture, Corporate Culture, Changing Organizational Culture

Introduction

crucial features of corporate culture in order to embrace the values, way of doing things, and defines the behavior of employees in any organization. (Edgar 2001) The culture of an organization when a strong, effective and adaptable strategies are high, It would be better if the economic performance of organizations.

Organizational culture of the organization plays a major role, is compatible with the surrounding circumstances, encourage staff to achieve goals. The organization provides unity legitimacy and acceptability in society and the environment is preserved. (Payambarzadeh, 2009)

Thinking and behavior of the staff of an organization dominated by the culture of the organization, leading are or at least are influenced by culture. (Hofstede 2001).

Peters and Waterman argue that one of the salient traits of highly successful organizations that are culturally advanced and highly capable. Organizational culture, management style and processes are closely linked. Impressions and ideas of management are given the weather and the organization they represent the rhythm of operations influence on the decision-making process.

Enthusiasm arouse to action and culture, the desire to stimulate the creation of a full-scale effort to be personable and future prospects, such vision that ensures the achievement of organizational goals and hence is subject to the ability, behavior and values of individuals. (Mohanty, 2011)

Organizational Culture

Organizational culture is as a driving force of the engine that move people to action, and act and is as a powerful lever that drive and control Organizational behavior and promote specific patterns of behavior. (Soltani et al 2011)

Every organization has a culture of its characters, assumptions, beliefs, values, norms and tangible signs of organization members and their behaviors so on.

History

Discussion of organizational culture from 80s AD has entered the Management literature. One of the most prominent theorists of organizational culture is, Mr. Edgar Shine who spent many years of his life to study and analyze the corporate culture. In fact, the model provided by him. Very accurate analytical framework for each type of cultural analysis and the management, leadership and culture in the face of environmental changes facing managers, leaders, consultants, and put organizational researchers. (Payambarzadeh, 2009)

Shine showed that of organizational culture is composed of two layers of features they are: Characteristics of tangible and intangible attributes. How visible layer of meaning covers behavioral practices, regulations, stories, myths, language, and the ceremony intangible layer are sense of shared values, norms, belief and assumptions of organization members. (Javaheri Kamel, 2009)

Definition of organizational culture

Initially before defining organizational culture, the definition of culture that is expressed by Daft is mentioned:

The definition of culture consists of set of values, beliefs, perceptions and ways of thinking and understanding or thinking. That member of the organization has in their common aspects and exactly as a true phenomenon is taught to newly arrived members and represents organization's tacit and significant parts.

A system, whose members have a common understanding of it, are comprised of a set of the main features that the values of the organization or its values. (Robbins, 2006)

It is generally not possible to define organizational culture in a specific format the general definition, is not acceptable. However, Richard Morris with the organizational culture, values, beliefs and perceptions shared by members fairly constant, defines the organization shall be preserved. (Gray, 2007)

George Gordon knows organizational culture as a set of assumptions and values of the organization that widely considered the cause of certain behavior patterns. (Frankentel, 2005)

Commonalities of all definitions stated include:

1. Dominant behavioral pattern
2. System or its systematic
3. A set of values and beliefs
4. Being common and being protected of the norms and values of the organization by members
5. Organizational culture that distinguishes the organization from each other.

Roots of Corporate Culture

The roots of corporate culture are:

Origin of traditional resource managers, nature of the principal activities of the organization, history of structure and Organization and operating systems and procedures. (Payambarzadeh, 2009)

Basically, organizational culture derives from three sources:

First, beliefs, values and assumptions of founders

Second, as part of lessons learned by the members of the group over time.

Third, beliefs, values and assumptions, new that are entered by the new members and leaders of organization.

Although each of these strategies and tools play a vital role in shaping organizational culture. However, the founding members have the most impact.

They not only determine the main cause of environmental groups are new to the activity, but the selection of group members, response to environmental

And the group is set.

Generally Founders of the organization can make organizational culture through 3 ways:

- 1) Employ and hold employees that their way of thinking and feeling be like themselves.
- 2) Founders with the establishment of classes teach staff and make them familiar with their thinking.
- 3) founders of organization themselves act as role models

Whatever members greater accept important and main values of organization obviously, organizational culture, will be more tightly and stronger.

Types of culture include four types as follows:

- 1) Adaptive or compatible culture: culture can use the strategy of focusing on the external environment to meet stakeholder demands.
- 2) Participatory culture: the emphasis on participation in the work of the members of the organization. Employees have a high sense of responsibility and involvement and organizational commitment.
- 3) Mission cultural: this culture has emphasized that the organization is formed of clear vision and mission.

Employees have responsibility to do things and organization to them doing the work for the reward.

- 4) Bureaucratic culture: organizational culture can provide a systematic and orderly to carry out activities.

This culture by employees complies with the procedures and rules, organizational activities and improves and increase work effectiveness. (KamelJavaheri, 2009)

The nature of organizational culture

seven characteristics of the nature of organizational culture are:

- 1) Creativity and Risk: The extent to which employees are encouraged to be creative and take risks.
- 2) Attention to detail: how the organization expects from its employees acted with care and detail to analyze.
- 3) According to the results this work focused on the extent to which managers are up on the process used to produce the desired results.
- 4) According to the people: the degree to which management decisions take into consideration the individuals within the organization.
- 5) The group observed many small organizations or departments of large organizations on organizational culture define groups.
- 6) Dynamics: Although the extent and degree of attention to the dynamics of and the dynamics of competition and nationalism rather than simple acts.
- 7) Lack of stability: What this means is that the degree of activity of the organization insists and maintaining the stability and maintenance of the current situation is the opposite.

Characteristics of Organizational Culture

Ten characteristics identified by Robbins in 1988 include:

- freedom and independence
- Management Support
- Coordination and Integration
- Control Reward Systems
- Creative and Creativity
- Recognition System
- communication model
- Risk
- conflict resolution
- accepted values and norms

Changing Organizational Culture

The task of changing the culture is the responsibility of high-level managers and they have come to the conclusion that changing the culture of the organization can improve their job performance. Usually take time to shape the corporate culture and it is very difficult to form a complete change. Possibility of changing the culture of the organization when it is possible for almost all of the following conditions exists:

- 1) Severe crises: the current situation so that harm would question the current culture.
- 2) Change in Leadership: An organization in crisis may bring one or more new leader on.
- 3) Young and small organizations: these organizations is responsible for the new easier to replace.
- 4) Poorcultures: The broader culture and core values among members of the organization to exist more agreement, in this case it is very difficult to change, so the culture of poor organizational culture could be changed. Position or performances have higher levels of effectiveness. (Payambarzadeh, 2009)

Stages of change in organizational culture to change the culture of the organization 5 Steps required, they are:

- 1) Perspectives in relation to the way or the future direction of the organization and cultural nature to accomplish this goal, which is to appropriate, be clear.
- 2) Support of senior management with respect to the future direction of the organization and the nature of organizational culture, be attracted.
- 3) Causes the behavior of senior managers, be associated with the Attitudes new culture of the organization.
- 4) The current culture of the organization make changes and systems associated with workforce be changed. Management and leadership style be changed so that a new culture, be coordinated.
- 5) New members be selected so that be concerned Changed with the culture of the organization and after be taught.

Inter-organizational factors influencing organizational culture

- 1) organizational structure
- 2) practical actions of organizational leadership
- 3) The practical action related to human resources

Impact of organizational culture in organizations include:

- 1) the organization's business strategy will be supported.
- 2) Acceptable methods for dealing with shareholders, customers, the government has recommended to the directors.
- 3) Helps to directors for decisions in the field of selecting individuals.
- 4) Marks Criteria related to employees' job performance.
- 5) The nature of the relationship between the individual and the organization will be accepted
- 6) Helps Managers in selecting the organization appropriate style of leadership (daft, 1998).

Impact of organizational culture on internal factors

Organizational culture and effectiveness

By specifying the following factors related to culture, organizational effectiveness can be predicted:

- 1) The strength and consistency of an organization's culture.
- 2) The amount of personnel meet with that mission of culture
- 3) the degree of culture emphasize to participation of employees in decisions
- 4) the ability of a particular culture to provide a positive response to organizational changes.

Impact of cultural values on job characteristics and applicants' properties a cultural value of the organization influence on job characteristics and represents the ideal job applicants. The reason is that national culture will affect organizational culture and design jobs.

For example, organizations typically individualistic countries those have a culture on rationality, efficiency, pragmatism, personal success, freedom to compete, and underscores. As a result, the ideal candidate is someone employed in such organizations the efficient, individualistic, achievement-oriented, competitive, pro-active and able to work independently and have the freedom to act.

Cultural influences on employee training process. Organizations rely on employees the features that are needed to perform the tasks successfully.

Education Play the critical role in creating, developing and changing the attributes and capabilities (knowledge, skills, abilities, etc.) . So many organizations have the training and continuous improvement. However, the changing composition of the workforce, the challenges in designing and delivering training programs to create. Specifically, individuals from various subcultures of the original language may be different, and something different perceptions of the role of members of the dominant culture are different. (Stone, 2004)

Conclusions

Culture of shared values and beliefs of an organization.

Organizations that have strong cultures are better known around the threats and constraints and understand it. Culture is a key factor in improving organizational performance and effectiveness of the organization and plays. Any plans for achieving the goals of the organization, operations and management ... Should be planned according to the organization's corporate culture.

Organizational culture that depends on many factors and derives of them

but the main factor in the change process, are co-founders and owners of organizations, although it is more difficult to change the culture of the organization but by taking circumstances, such as industry competitive, rapidly growing and becoming exposed to the larger organization, the organizational culture needs to be changed.

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