

Organizational Culture

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Abstract

The culture of an organisation is altered as it deals with difficulties both internal and external to it and develops coping methods.

Since the organization's mode of operation successfully adapts to environmental concerns, these ideals are upheld.

In order to conduct business, new members are taught on a set of ideals and business practises.

The culture of an organisation influences how people behave and should be considered as a contingency factor in any programme for enhancing organisations and human resource policies and processes.

Industrial sociologists and human resources professionals should both understand organisational culture, how it influences organisations, and how to deal with it.

. One thing is common among most of them, despite the different meanings and viewpoints on organizational culture, and that is the mutual existence of values, philosophies, and norms. In essence, many argued that the role of organizational culture is to establish within the organization a feeling of 'esprit de corps'. To this end, this study explores organizational culture as an important topic in the area of industrial and human relations management to a large degree. This research is targeted at groups within the organization; executive leaders and key workers (change agents) who play an important role in identifying and introducing any change in the work atmosphere of the organization, as well as organizations researching academics and practitioners. This study examines evidence that provides discourse-relevant material.

**Keywords: Organizational culture, organizational behaviour, employee behaviour.
Industrial sociology, Industrial relations**

Introduction

Among the main units of society are organizations. A particular kind of organizational culture eventually emerges during their establishment and development. The aim of the organizational culture is to promote unity and cohesion and to stimulate the enthusiasm and innovation of employees to improve the economic efficiency of the company. In addition, employee behaviour is profoundly influenced by corporate culture (Tianya, 2015). Every company has its own distinctive character, just the same as people do. The one-of-a-kind character of an entity is its community. Organizational culture is an intangible yet strong force among a community of people who work together that affects the behaviour of the members of that group. Appropriate behavioural modes become essentially self-evident to its members when an organization takes on structural permanence (Citeman 2008).

Increasing the loyalty of its customer base is the goal of a company. A good corporate image must, therefore, be created. A good corporate image, in other words, brings good economic returns, and a good corporate image relies on a good organizational culture. Therefore, an understanding of what constitutes the culture of an organization and how it is developed, maintained and learned would increase our ability to describe and predict the actions of individuals at work. There seems to be general consensus that organizational culture refers to a structure that separates the organization from other organizations with a common definition held by members. On closer inspection, this structure of common definitions is a collection of core characteristics that the organization values.

Therefore, this study explores organizational culture in a broader sense on the basis of the existing statements, thus developing a further understanding of the following: institutionalization and its connection to organizational culture, common characteristics that make up organizational culture, conceptualization of strong and weak cultures, organizational culture's functions and methods of learning organisational culture.

Origin of Organisational Culture

From a cultural standpoint, the root of organizational culture is based on the work of Deal and Kennedy (1982), among others. According to this view, organizational culture, rather than factors such as structure, policy or politics, is seen as essential to organizational performance. As a consequence, focus turned away from national cultures and concentrated more on the culture of organisation. The interest in organizational culture from the point of view of human resource management and success stems from the belief that organizational culture offers a non-mechanistic, versatile and creative approach to the understanding of how organizations function (Brown, 1998).

Consequently, for most organizational concerns, organizational culture is perceived to be the great "cure-all" (Wilson, 1992). Another theoretical evolution of the organizational culture definition involves research carried out in the area of organizational philosophy. These studies concentrated on defining and interpreting the culture of concept organization through the use of typologies or classifications, including the following:

In order to define organizational culture, Deal and Kennedy (1982) defined four generic types of cultures, namely the tough-guy/macho culture, the work-hard/play-hard culture, the bet-your company culture and the culture of the process; Handy (1985) described organizational culture by using four types of classification, namely cultures of power, position, task and person; Schein (1985) used three levels to explain organisational culture, namely artefacts, values and basic underlying assumptions; five primary culture typologies were defined by Scholtz (1987),

namely stable, reactive, anticipating, experimenting and creative; Hampden-Turner (1990) used four forms of culture to characterize organizational culture, namely position, control, task and atomistic cultures. Hofstede (1991) pointed out that cultures differ on the basis of five dimensions, namely power distance, individualism/collectivism, uncertainty avoidance, masculinity/femininity and confusion dynamism.

In order to characterize organizational culture, O'Reilly, Chatman and Caldwell (1991) introduced seven key features, namely creativity and risk-taking, attention to detail, orientation of performance, orientation of individuals, aggressiveness and cohesion of team orientation. In their definition of this term, the above-mentioned typologies of organizational culture provide extensive overviews of the differences between theorists. Over time, the changes and differences have mostly evolved.

Conceptualizing organizational culture

The concept of culture in organizations must be taught and exchanged (Titiev, 1959). Pettigrew (1979) asserts that organizational cultures are based on cognitive structures that help explain how workers think and make choices. According to Tichy (1982), the "normative glue" is known as organizational culture, which is a way of keeping the entire organization together. The definition of organizational culture also provides a basis for assessing the difference between organizations doing business in the same national culture that can survive (Schein, 1990). The concept of culture is generally used in the concept of organizations now-a-days (Kotter and Heskett, 1992). Two main social group factors might create organizational culture; a group's structural stability and the incorporation of a single object into a higher norm (Schein, 1995).

Culture can be described as a framework of common values that can be estimated to represent the similar culture of the organization, even with different backgrounds within the organization at different levels (Robbins & Sanghi, 2007). Stewart (2010) also claimed that the principles and values of the organization have a direct influence on all those who are attached to the organization. Standards are claimed to be intangible, but if companies want to enhance employee efficiency and profitability, standards are what they need to look for. Counter Culture is mutual beliefs and values that are implicitly contrary to the values and beliefs known as counter cultures in the wider organizational culture, developed often around a powerful manager or leader (Kerr & Slocum, 2005). The original organizational culture could be considered a threat to this form of culture.

According to Schein (1995), Sub Culture is the segments of culture that display different norms, principles, beliefs and behaviours of individuals due to discrepancies in geographical areas or (within organization) departmental priorities and job requirements.

The perception of subculture workers was related to the loyalty of employees to the company (Lok, Westwood and Crawford, 2005). To allow for social interaction outside the workplace, some groups may have a common culture within them (Fakhar, Rana, Ayesha, and Lalarukh, 2012).

Since the organizational culture reflects a shared view held by members of the organization. Therefore, individuals with distinct backgrounds or at different levels of the company are expected to identify their community of similar terms. That doesn't mean, however, that there are no subcultures. Most large organizations have a dominant culture and numerous subcultures. A dominant culture expresses the core values a majority of members share and that give the organization its distinct personality.

In large organizations, subcultures tend to evolve to represent common challenges or experiences members face in the same department or location. A subculture that incorporates the core values of the dominant culture, plus additional values specific to representatives of that department, can be present in each of the different departments. If organisations were comprised only of various subcultures, the corporate culture would be substantially less powerful as an independent variable. It is the "shared sense" element of culture that makes it such an effective instrument for behavioral instruction and shaping. But subcultures can affect the behaviour of members, too.

Organizational culture is also referred to as a structure that separates the organization from other organisations with a common meaning held by members. In every organisation, organizational culture is a very important topic. For performance, organizational culture and communication between employees are important. Organizational cultures show the conditions of employment, employee behavior, etc. A significant determinant of organizational performance is organizational culture and each organization has an exclusive social structure. In establishing the organization's brand image and making it different from its rivals, the work culture goes a long way.

Over the years, the concept of culture has completely shifted from being a summary of collective practices and norms within an organisation that could not be influenced. The concept has been created to recognize that organizational culture is unpredictably tangible and can be purposely crafted and leveraged as employee experience. The culture of organizations requires leadership concentration and attention and should be deliberately incorporated in the organizational structure.

Organizational culture is a framework of common assumptions, values, and beliefs that dictates how organizations treat individuals. These common beliefs affect the people in the company strongly and control how they dress, behave, and perform their jobs. A specific culture is created and preserved by each organization, which establishes standards and limitations for the actions of the organization's members. Seven attributes that vary in importance from high to low are composed of organizational culture. For each of these attributes, each organization has a separate value that, when combined, determines the specific culture of the organization. Members of organizations make decisions on the importance put on these features by their company and then change their actions to adhere to this perceived collection of values.

Organizational culture involves values and attitudes that "contribute to an organization's unique social and psychological environment." According to Needle (2004), organizational culture reflects the organizational members' common values, beliefs and ideals and is a product of factors such as history, product, market, technology and strategy, employee type, management style, and strategy. The culture involves the vision, principles, standards, structures, symbols, vocabulary, assumptions, beliefs, and behaviors of the organization.

As a way of perceiving and, also, thought and feeling, it is also the pattern of such group behaviours and assumptions that are taught to new organizational participants. Organizational culture also shapes the way individuals and groups connect with each other, with customers, and with stakeholders. Furthermore, the organizational culture can influence how strongly workers associate with an organization. Although a company may have its "own unique culture", in larger organizations there are sometimes co-existing or conflicting subcultures because each subculture is linked to a different management team.

There are basically contrasting organizational cultures that depend on organizational objectives and style of leadership. In one organization, for example, you will find out that all decisions are needed to be thoroughly reported by managers and "successful managers" are those who can provide comprehensive evidence to support their recommendations. There is no support for innovative decisions that incur substantial change or risk. Managers tend not to introduce proposals that deviate far from the status quo, so managers of unsuccessful projects are publicly blamed and penalized.

One of the company's often-used phrases is: "If it's not broken, don't repair it." In this company, there are comprehensive rules and regulations that employees are expected to follow. To ensure there are no anomalies, administrators closely supervise staff. Management, irrespective of the effect on employee morale or attrition, is concerned with high efficiency.

Job tasks are devised around people. Different divisions and lines of authority exist, and workers are required to avoid formal communication beyond their functional area or line of command with other workers. Evaluations and incentives of success prioritize individual effort, while seniority continues to be the primary factor in deciding pay increases and promotions.

There are, on the other hand, several companies where leadership facilitates and encourages risk taking and transformation. Intuition-based judgments are respected as much as those that are well rationalized. Management is proud of its history of experimenting with emerging innovations and its success in developing groundbreaking goods on a regular basis. Managers or workers who have a good idea are encouraged to “run with it”. And mistakes are viewed as “experiences of learning”. The company is proud of being market-driven and sensitive to its customers' evolving needs quickly. For workers to obey, there are few rules and regulations, and control is loose because management thinks the workers are hard-working and trustworthy.

Management is concerned with high productivity, but assumes this comes about by correctly handling the individuals. The company is proud of its credibility as being a good place to function. Job activities are structured around work teams, and team members are encouraged to collaborate with individuals through roles and levels of authority. Employees speak about the rivalry between teams in a constructive way. Individuals and teams have expectations, and the achievement of these results is dependent on incentives. In selecting the means by which the objectives are accomplished, workers are granted considerable control.

Strong and Weak Organisational Cultures

The culture of organizations may be either weak or solid. The strong corporate culture is where the majority of workers have the same form of beliefs and principles as the organization's concern. Organizational culture is believed to be deep, with the majority of employees adopting the same kind of organizational beliefs and values (Deal and Kennedy, 1982). While one that is loosely knitted may be a delicate community. It may be a valuable tool for some time, but often not, for individual thinking, accomplishments, and in an organization that wants to evolve through creativity. Laws are placed exclusively on workers and may generate diversity between the personal interests of the individual and organizational objectives.

Martins and Martins (2003) point out that “the fundamental values of the company are kept firmly and expressed widely in a strong community”. This indicates that they become more dedicated to them as organizational members embrace the common values. Therefore, a good corporate culture refers to organizations in which principles and values are expressed within an organization relatively consistently.

The behaviour of organizational members is profoundly affected by strong organizational cultures. In other words, a healthy community is a potent lever for behavioral advice. Brown (1998) also suggests that a strong organizational culture will enable an organization to achieve high success for the following reasons: A strong organizational culture promotes the coordination of goals.

High levels of employee engagement contribute to a good organizational culture. It is easier for a good corporate culture to learn from its experience. Martins and Martins (2003) notes that “one clear consequence of a good culture should be a lower turnover of workers” in relation to the above advantages of a strong organizational culture. This is due to the fact that the final results are stability, commitment and organizational participation when organizational members agree to what the company stands for. In the other hand, a weak culture means the opposite of a strong culture, i.e. organizational participants do not adhere to common ideals, values and norms (O'Reilly *et al*, 1991). It is difficult for organizational participants in a poor culture to align themselves with the core principles and priorities of the organization (Wilson, 1992).

As a consequence, elements or distinct divisions of such an entity uphold numerous values that do not explicitly discuss the organization's core objectives. As they are directly related to increase turnover, poor cultures have a detrimental effect on workers (Harrison, 1993). The fundamental strength of the culture of the company, in essence, is determined by how fragile or strong it is.

Characteristics making up organizational culture

According to Dasanayaka and Mahakalanda (2008), optimizing the values of employees is seen as rational assets that required a culture for individual and organizational learning, new knowledge creation, and readiness to share with others to promote their reasonable participation. There seems to be general consensus that organizational culture refers to a structure that separates a specific organization from other organizations with a common meaning held by members. On closer inspection, this structure of common sense is a collection of core characteristics that the organisation values.

Recent literature indicates that there are seven primary features that, in total, capture the nature of the culture of an organization.

- a. Innovation and risk taking: The degree to which employees are encouraged to be innovative and take risks.
- b. Attention to detail: The degree to which employees are expected to exhibit precision, analysis, and attention to detail.

- c. Outcome orientation: The degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve these outcomes.
- d. People orientation: The degree to which management decisions take into consideration the effect of outcomes on people within the organization.
- e. Team orientation: The degree to which work activities are organized around teams rather than individuals.
- f. Aggressiveness: The degree to which people are aggressive and competitive rather than easygoing.
- g. Stability: The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Types of organisational culture

It is essential to note that not only one organizational culture exists. Academic literature generally accepts that numerous organizations have distinctive cultures. As revealed in theoretical studies of organizations (Zammuto, Gifford and Goodman, 1999), there are four primary forms of organizational culture:

Internal process model

In order to maintain continuity and control, the internal process model requires a control/ internal emphasis in which information management and communication are used. This model has often been referred to as a 'hierarchical society' because it requires the regulation of technical matters, obedience, and obedience to laws (Denison and Spreitzer, 1991). The internal process model most explicitly represents the conventional bureaucracy and public administration theoretical model that relies on structured rules and procedures as control mechanisms (Weber, 1948; Bradley and Parker, 2001, 2006) and Zammuto, Gifford and Goodman, 1999).

Open systems model

A flexibility/external emphasis in which preparation and adaptability are used to achieve development, resource acquisition and external support is included in the open systems model. This paradigm has also been referred to as a 'developmental culture' because it is related to creative innovative leaders who often retain an external environment emphasis (Denison and Spreitzer, 1991). These organizations are competitive and competitive, their leaders are risk-takers, and individual initiative is connected with organizational rewards (Bradley and Parker, 2001, 2006).

Human relations model

The model of human relations requires a flexibility/internal orientation in which training and wider human resources growth are used to create harmony and the morale of employees.

This organizational culture model has often been referred to as 'community culture' because, through collaboration, it is correlated with confidence and involvement. Managers aim to promote and mentor staff in organizations of this kind (Bradley and Parker, 2001, 2006).

Rational goal model

A control/external orientation in which planning and target setting are used to achieve productivity and performance is included in the logical goal model. Due to its focus on performance and goal achievement, this type of organizational culture is referred to as a rational culture (Denison and Spreitzer, 1991). Production-oriented organizations of this kind organize and managers organize workers in pursuit of designated objectives and targets, and incentives are related to performance (Bradley and Parker, 2001, 2006).

The meaning of this academic interpretation of culture forms is not that in organizations the styles occur in any pure form. Several cultural forms may be displayed by organizations. Rather, in our interpretation of prevailing cultures and thinking about what re-balancing is required if culture is to be moved to embrace new behaviors and values, such typologies aid.

Functions of Organisational Culture

In order to give meaning to organizational life, the key role of organizational culture is to describe the way of doing things (Arnold, 2005). Making sense is a matter of corporate culture, since members of the group continue to learn from the lessons of previous members. As a result, organizational participants will benefit from whatever trials and failures others have been able to obtain in terms of information (Johnson, 1990). Organizational culture also describes organizational actions by specifying main objectives; methods of work; how members should connect and address each other; and how personal relationships should be conducted (Harrison, 1993). The following roles of organizational culture are mentioned by Brown (1998):

- a. Conflict reduction: A common culture promotes consistency of perception, problem definition, evaluation of issues and opinions, and preferences for action.
- b. Coordination and control: Largely because culture promotes consistency of outlook it also facilitates organisational processes of coordination and control.
- c. Reduction of uncertainty: Adopting of the cultural mind frame is an anxiety reducing device which simplifies the world of work, makes choices easier and rational action seem possible.
- d. Motivation: An appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values that encourage employees to perform.

- e. Competitive advantage: Strong culture improves the organisation's chances of being successful in the marketplace.

In addition to the above functions, Martins and Martins (2003) also mention the following as functions of organisational culture:

- i. It has a boundary-defining role, that is, it creates distinctions between one organisation and the other organisations.
- ii. It conveys a sense of identity to organisational members.
- iii. It facilitates commitment to something larger than individual self-interests.
- iv. It enhances social system stability as the social glue that helps to bind the organisation by providing appropriate standards for what employees should say and do.
- v. It serves as a meaningful control mechanism that guides or shapes the attitudes and behaviours of employees. These functions of organisational culture suggest that an organisation cannot operate without a culture, because it assists the organisation to achieve its goals. In general terms, organisational culture gives organisational members direction towards achieving organisational goals (Hampden-Turner, 1990).

Dimensions of organizational culture

While culture may not be instantly apparent, the identification of a collection of principles that could be used to characterize the culture of an organization allows us to more accurately define, quantify, and manage culture. Several researchers have suggested different culture typologies for this reason. Organizational culture profile (OCP), in which culture is defined by four distinct dimensions, is one typology that has received a lot of research attention. These four elements of the culture of organization are as follows:

Power culture dimension

There is a need to use power in any given organization in order to exert control and influence actions. Power-oriented culture is described by Harrison and Stokes (1992) as 'organizational culture centered on inequality of access to resources'. Brown (1998) notes that "a culture of power has a central power source from which rays of energy scatter through the organization". This implies that power is centralized and functional and specialist strings connect organizational representatives to the core (Harrison, 1993). In the sense that it focuses on respect for authority, rationality in processes, division of work and normalization, this form of organizational culture may also be regarded as rule-oriented (Hampden-Turner, 1990). Both small and larger organizations have a power-oriented community.

Leadership exists in a few and depends on their capacity in small organizations managed by power-oriented leaders (Brown, 1998). Those who exercise authority seek to retain total power over subordinates. The size of the organization is a concern with such structures because if the site connects to too many events, it may break down. Harrison and Stokes (1992) demonstrate that “at its worst power-oriented organizational cultures in a larger organization continues to govern through intimidation, with misuse of power on the part of leaders, their friends and their protégés for personal gain”.

This will mean that the propensity to instill fear in the workforce and to misuse control is present in a larger organization. Nepotism and favouritism may contribute to this. A power-oriented cultural organization also has a top-down communication policy in general (Harrison, 1993). Such an entity can be politically focused in the sense that decisions are made not on procedural or strictly rational grounds, but largely on the basis of power.

Role culture dimension

Harrison and Stokes (1992) characterize role-oriented culture as “substituting the naked power of the leader for a system of mechanisms and processes”. This form of culture focuses primarily on the definition and specialisation of workers. In other words, the procedures and rules that set out the job description, which is more critical than the person who fills the role, govern work (Harrison, 1993). Brown (1998) notes that “the power of a position culture lies in its roles or specialties (finance, buying, development, etc.) that can be regarded as a set of pillars that a small group of senior executives (the front coordinates and regulates”.

This implies that formalized and centralized roles are the cornerstone and foundations of such an organization; they are governed by position and contact procedures (Hampden-Turner, 1990). Owing to its mechanistic methods, such an organization is often stereotyped as bureaucratic. Organizations with this kind of culture are defined in a rational way by a collection of tasks or work boxes joined together (Harrison, 1993). A narrow band of senior management co-ordinates these positions or job requirements at the top.

Achievement culture dimension

The achievement-oriented culture is described by Harrison and Stokes (1992) as “the aligned culture that lines people up behind a shared vision or purpose”. The culture of accomplishment is also referred to as the mission culture, which includes the focus of the organizational participant on realizing the organization's defined goal and objectives. Brown (1998) notes that “a job culture is one in which control is somewhat diffuse, focused not on place or charisma but on knowledge”.

Unlike role-oriented culture, where a significant role is played by positional or personal power, the center of achievement-oriented culture is abilities, abilities and expert control. Authority is, therefore, founded on sufficient expertise and competence. In order to achieve organizational objectives, the key strategic aim of this community is to bring together the right people (Brown, 1998).

This indicates that, as a function of organizational culture, the achievement-oriented culture is close to team orientation. Team orientation is described by Martins and Martins (2003) as 'the degree to which work activities are organized around teams rather than individuals'. The company is able to satisfy its consumer demand by putting together a variety of individuals who are experts in their fields. This is due to the fact that teams through concerted activities create meaningful synergy. The key drawback of the accomplishment culture in this regard, though using teams is an advantage, is that it overshadows individual success (Harrison, 1993).

Support culture dimension

The support-oriented cultural component differs from the achievement-oriented culture that emphasizes teams, since it supports people as the organization's central point. Harrison and Stokes (1992) describe the culture of support as an "organizational atmosphere centered on reciprocal trust between the person and the organization". Thus, a person-oriented culture is often referred to as a support-oriented organizational culture. Brown (1998) notes that there is only a support-oriented organization for the people who compromise it, which can be described diagrammatically as a cluster in which no person dominates. According to Brown (1998), "in the community of individuals, individuals themselves decide on their own allocation of jobs, with minimally meaningful laws and communication mechanisms".

In other words, on the basis of personal choice, job tasks are usually allocated based on the need for learning and development. A positive culture produces a favorable atmosphere in the workplace that promotes proactive change, innovation and openness (Harrison, 1993). It shows that the organization values the abilities of individual staff who often respect their own jobs. The organization therefore sees its function as resourcing talented individuals and is allowed to make decisions for the latter.

Methods of learning organisational culture

Fresh workers are not completely indoctrinated in the culture of the organization, no matter how good a job the organization does in hiring and selection. Perhaps most importantly, new workers are theoretically likely to disrupt the values and customs that are in place because they are unfamiliar with the culture of the company.

The business would, therefore, want to help new hires adjust to its community. Socialization is called this phase of adaptation. In a variety of forms, culture is transmitted to workers (Rully, 2012). Organizational participants can learn about organizational culture in a variety of ways and methods. The following methods were known as methods of learning the culture of the company, according to Brown (1998):

a. Artefacts

They refer to the total physical and socially constructed environment of an organisation. Examples of artefacts include office space, equipments, rules, systems and procedures.

b. Language

It refers to the fundamental way in which the organisation comprehends its world. Examples of language include jokes, metaphors, stories, myths and legends.

c. Behaviour patterns

They refer to recurrent patterns of behaviour which are a feature of organisational life. These patterns include rites, rituals, ceremonies and celebrations.

d. Norms of Behaviour

They refer to rules for behaviour which dictate what are considered to be appropriate and inappropriate responses from employees in certain circumstances. Such norms develop over time as individuals negotiate with each other in their attempts to reach a consensus on how to deal with organisational issues.

e. Heroes

They make success possible, provide role models and portray the organisation to external constituencies. Heroes are the people who motivate other employees.

f. Symbols and symbolic action

These include words, objects, conditions, acts or characteristics of the organisation, which mean something to organisational members. Typical symbols found in organisations include corporate logos, policies and products.

g. Beliefs, values and attitudes

Values are intimately connected with moral and ethical codes; they determine what people think ought to be done. Beliefs on the other hand, refer to what people think is and is not true. Attitudes connect belief and values with feelings; they may be thought of as a learned predisposition to respond consistently in a favourable and unfavourable manner.

h. Basic assumptions

They are taken-for-granted solution to an identifiable problem. Basic assumptions guide organisational members' perception, feelings and emotions about things in the organisation.

i. History

Culture is understood to be a product of the historical process. The different ways described above, can be used to transmit organisational culture during the process of sustaining it.

Conclusion:

Culture is the “social glue” which provides a “we-feeling”, thus combating distinction mechanisms that are an inevitable part of an organisation. Organizational culture provides the foundation for contact and understanding a common framework of meanings. If these tasks are not satisfactorily carried out, culture will dramatically reduce an organization's performance. There can be different cultures within organizations, although certain basic organizational principles or standards can exist, but in some ways these vary within different work environments.

In terms of values, norms, artefacts and management/leadership style. Many attempts have been made to identify or define the organizational culture as a framework for the study and intervention of cultures in organizations. Organizational climate interventions seek to analyze organizations on the parameters intended to capture or explain climate experiences. One culture can't be said to be better than another, but to be more or less suitable in the sense that it is applicable to the requirements and circumstances of the company and contributes instead of hindering its success.

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