

Organizational Culture and its Influence on Organizational Change

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Abstract:

It is not always necessary for an entire organization to be organic. Some units, such as research and development departments, may benefit from an organic structure because they face an unstable environment. Units that have a more stable environment, such as routine, administrative departments, may favor a mechanistic structure. Some units may borrow from both models. In this paper we have diagnosed a model that focus on both stable and flexible environment having key influence on change. Customer service departments, for example, can build flexibility into responding to exceptional circumstances while maintaining standardized protocols for more typical situations.

Key Words: Organization culture, Organizational change, Change process, Organic environment, mechanistic environment, external and internal environment.

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INTRODUCTION

An organization is believed to be a cluster of many elements; of which organization culture is considered the core part. It focuses on organizational

beliefs, norms, shared values and family friendly culture which organizations focus for gaining uniformity in employees. (Thompson et al., 1999, p.394). The competing values culture model has been used as a framework in many studies to analyze organization culture (Quinn &

Kimberly, 1984; Quinn & McGrath, 1985). The competing values framework was basically made to portrait the differences in many organizations' effectiveness models (Quinn & Rohrbaugh, 1981). It deals with organizational lifecycles (Quinn & Cameron, 1983), leadership roles (Quinn, 1984) and the inherited conflicts between the internal and external environment (Quinn & Hall, 1983).

Lewis (1997) used Schein's (1985) extracting of 3 levels of organization culture (i.e. values, predictions and artifacts) to depict an employees' ability to manage work & family. Lewis (1997) declared that a change cannot be triggered unless the core value and predictions are not examined.

The organizational culture can be viewed from two dimensions; organic and Mechanistic view. The first view declares organizational culture as a basic ingredient to organizational change. This perspective involves managers to consider the individual and organizational issues, the internal and external environment and the organizational system based on organizational culture. (Kotter and Heskett, 1992; Hofstede, 1980a, b; Senge, 1990; Schein, 1992). The second view declares the organizational culture to be less influential for bringing change. (Abegglen and Stalk, 1985; Treacy and Weirsema, 1995).

METHODOLOGY

The methodology used in testing the hypothesis is based on a deep literature review and all the previous studies that

have been studied in perspective to the organizational culture and change process. Collecting a handsome response from two multinational organizations through passing a questionnaire helped us further in concluding that our findings have relative impact on our defined hypothesis. We preferred qualitative data so that interpretation could be more meaningful.

HYPOTHESIS

The hypothesis we assumed in our paper is not a cause and effect relationship. But we show the link that 'Organizational culture has a key role in organizational change'. Organizations more organic in nature affects the change process carried by organizations. The variables affecting the hypothesis are group culture, developmental culture, rational culture, hierarchical culture, and the independent variable i.e. competing values culture.

ORGANIZATIONAL CULTURE AND CHANGE PROCESS

The model presented below shows that organizational culture has an influence on bringing change into the organizations (Denison, 1990; Denison and Mishra, 1995; Denison et al, 2000). This model depicts issues starting from performance to individual traits, cultural traits, and organizations' core values and beliefs. According to the model and the survey conducted by us, organizations tend to be more organic in nature. Joint efforts

resulting in joint effectiveness are a key to success for the organizations.

Involvement is a basic serving element in bringing out change because involvement has been a part of organizational culture. Empower employees, make them work in teams, and develop capabilities to ensure that culture really matters.

The more the organizational culture is consistent, the more is the chance that the organizational change will work. Bring people to refreezing stage according to Lewin's model of Change. There should be mutual core values, agreements and coordination for achieving organizational goals.

The continuous process improvement organizations require greater amount of adaptability to cope up with the conflicts and rigid organizational cultures. To acquire the changing needs, an organization needs to be more adaptive and more learning organization.

The most critical organizational cultural trait is the Mission. Here, our hypothesis that organizational culture has an influence on organizational change may have negative conclusions is we ignore certain facts. We must have to ensure that when we change the mission, the respective strategies, structures, cultures, build-in-beliefs all needs to be change to get aligned with the new mission.

TEST OF HYPOTHESIS

This model is designed to display what are the necessary elements that are present in an organization leading to change. Years ago, it was noticed by Burns and Stalker that mechanistic organizations are good for stable environments and for usual tasks. Max Weber also introduced the concept of bureaucratic structures. Their efficiency is achieved through specialization and by defining the processes and structures rigidly. Mechanistic are appropriate approach when tasks and technology are stable. Yet it is a drawback that this approach lack concerns for human needs and dynamics. To bring a change, we have to be sure that the organization has stable environment as per mechanistic approach.

On the contrary, organic declares that organizations change their structures, roles and processes to respond and adapt to their environments. The organic organizations involve effectiveness, problem solving, responsiveness, flexibility, adaptability, creativity, and innovation. Here bringing a change is not a big hurdle. Employees are empowered to involve in decision making and change. An on-going change is possible in organic organizations in four perspectives:

- Meeting challenges

An unstable external environment increases the uncertainty and complexity while opting for bringing and organizational change. An organization faces variety of new and expected/unexpected issues

and situations that needs to be resolved if change is needed. In short, the organization cannot keep doing the same old things in the same old ways. Under conditions of uncertainty and complexity, the organization must design its structures and processes to be flexible and responsive to initiate changes in customer desires, technology, governmental regulations, and economic conditions.

- Flexibility and shared authority

The need for flexibility and responsiveness leads to the decentralization of decision-making authority in organic organizations. As a result, rules, regulations, procedures, and policies tend to be few, are defined broadly rather than precisely, loosely rather than rigidly, and are often informal rather than written. Employees are allowed to exercise a great deal of discretion. The authority to identify problems and opportunities and to devise responses is delegated to those best able to respond, regardless of their position, unit, or level in the organization. Emphasis is placed more on individual and group control than on managerial, hierarchical control. Top-level managers in organic organizations

are more concerned with coordination and integration as opposed to passing directives down a vertical hierarchy, which is a common task of top-level managers in mechanistic organizations.

- Human element

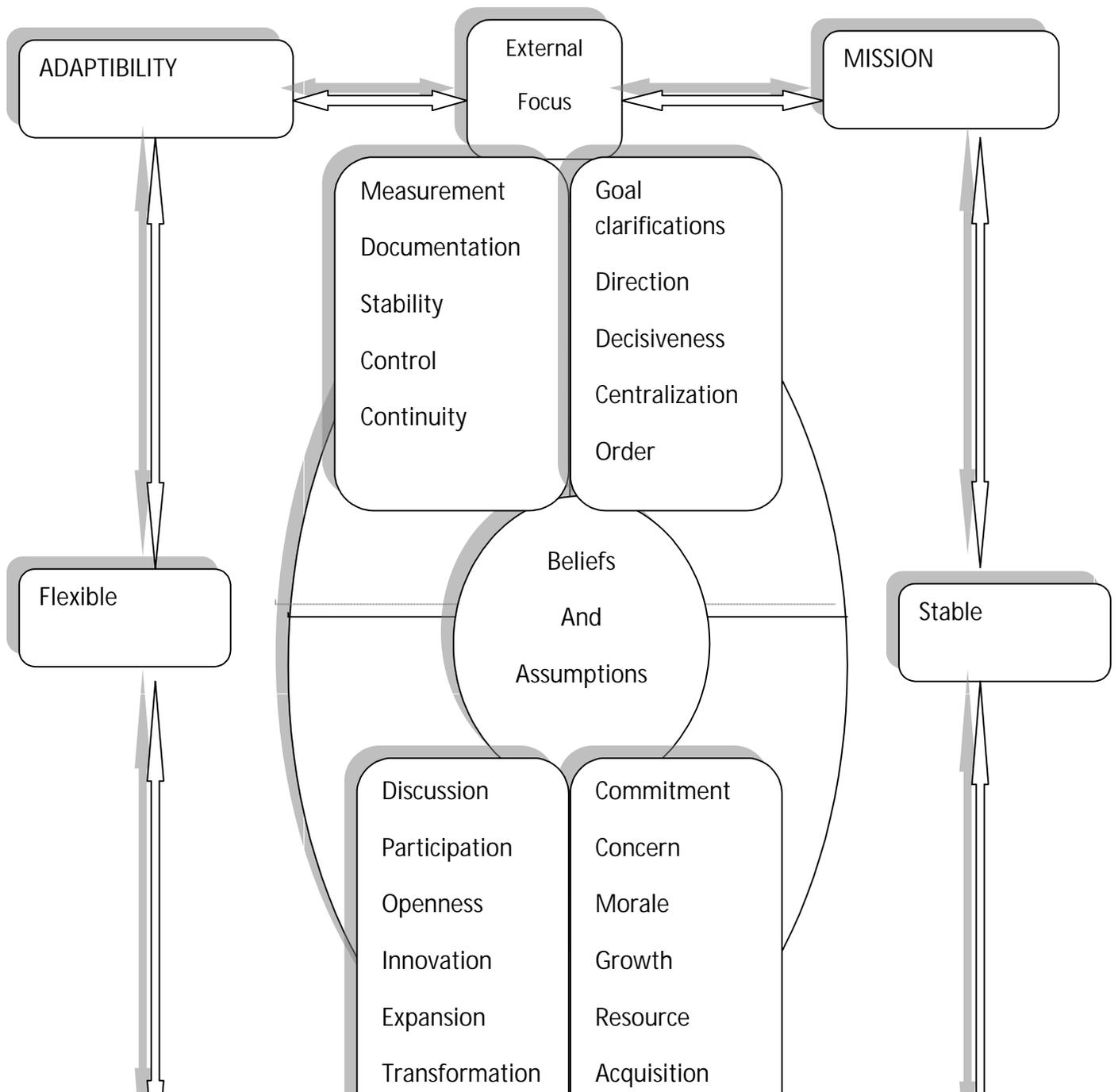
Human needs and dynamics play an important role in organic organizations. The empowerment and participation of employees is motivational because it meets the human need for autonomy, responsibility, challenge, esteem, social interaction, and personal development. Furthermore, this empowerment and participation helps the organization develop and capitalize on its intellectual capital, which is becoming increasingly valued by many organizations. By emphasizing initiative, direct interaction, open communication, and the creation of teams composed of various members of the organization, organic organizations are able to utilize their internal diversity to foster innovative responses to environmental challenges and changes.

- Mixing styles

The organic structures are informal, more flexible and consistent with the changing needs to cope up with new challenges and upcoming threats. Delegations changes from

one authority to another. Groups once fulfilled with their purpose of being made are than dismissed. And

change thus requires no boundaries of having a particular culture of organic or mechanistic.



DISCUSSION & CONCLUSION

The survey and interview conducted resulted that no matter organization is rigid or flexible in nature, the change can only be initiated if the culture is truly aligned with the requirements of the required change. The survey focused on how people respond to change and the result surprisingly declared that people tend to be in decision making and that's a healthy sign when a change needs to be triggered. Side by side results also showed that people who work in stable environment like administration etc also tempt for change initiation because of their organizational culture. They know getting a stable environment also needs some changes, and that can motivate them to their level best.

LIMITATIONS & SUGGESTIONS

My research paper has its own boundaries dealing at a minor level of my analysis. But if we generalize it we can have fruit full results. I have focused the Asian Culture particularly Pakistani culture that narrows down my research paper practical applicability. Moreover, the model I have designed is purely my own that involves no expertise by ANY third person, so there is the probability of having any amendment. The suggestion will be to have more hypothesis on this topic that will give a vivid view of what role culture plays and how important it is for the organizations to ponder over this factor.

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