

How organisational culture affects the achievement critical thinking examples

[Business](#), [Strategy](#)



of an Organisation's Strategic Objectives

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The efficacy of an organisation results from the development of its culture, which occurs over a long period of time (Bryant, 2013, p. 147). In particular, organisational culture refers to the standards, behaviorsbehaviours, attitudes, values, and beliefs that shared by individuals or groups within an organisation share. Moreover, an organisation's structure is defined by its culture defines its structure, which impacts the manner by in which individuals and groups contribute to the organisation's growth. It is a dynamic phenomenon that surrounds people at all times and is constantly created and enacted by their interactions with each other (DEV, 2013, p. 1). Furthermore, an organisation's culture It is influenced by rules, routines, structures, leadership behaviorbehaviour, and norms that constrain and guide behaviorbehaviour.

There are four types of organisational culture, which include group, rational, developmental and hierarchical. In particular, a group culture is characterized by internal focus and flexibility values, as well as by employee commitment, empowerment, openness, trust, friendliness, morale, concern for colleagues, loyalty, group cohesiveness, and employee commitment while a rational culture is characterized by values of external orientation, control, and stability, as well as by decisiveness, performance, competitiveness, and the achievement of defined market goals and targets (Trivellas, Reklitis & Konstantopoulos, 2007, p. 1074—1075). On the other hand, a developmental culture is characterized by external focus, flexibility, and , as well as by its adaptability to the environment, while a hierarchical

culture is characterized by continuity, stability, and order, as well as by rules and regulations, formal communication, standardized procedures, and centralized decision-making (Trivellas, Reklitis & Konstantopoulos, 2007, p. 1075)

Although organisational culture influences many aspects of an organisation's operations, this paper discusses and critiques how organisational culture specifically affects an organisation's achievement of its strategic goals.

Organisational culture influences employees' perceptions of their commitment to the organisation and of their organisational responsibilities (Li Yueh, 2004, p. 432). Therefore, one can then assert that the combination of leadership influence and organisational culture can either create effective and conscientious organisations, or organisations that lack employee commitment and shared values. The former would lead to greater success, while the latter is associated with which in turn lead to less success. This is affirmed by the results of Li Yueh's (2004) study, which shows that leadership behaviors affect organisational commitment, with organisational culture being the differentiating factor (p. 438). In the same regard, this study shows that a combination of idealized influence leadership and an innovative culture leads to an increased organisational resources and that transformational leadership, together with organisational commitment, leads to improved job performance in supportive and bureaucratic cultures (Li Yueh, 2004, p. 438). Similarly, Darvish and Nazari (2013) suggest that innovativeness is linked to an culture that is innovative culture and a focused on learning culture (p. 1). They stress that innovation is necessary for an organisation to maintain economic

stability; thus, it is important for organisations to cultivate a culture that fosters innovativeness. Likewise, Oliver and Anderson (1994) contend that an innovative and supportive culture is linked to the behaviorbehaviour control philosophies of sales professionals (p. 60), which in turn, contribute to the success of the an organisation's sales systems that organisations implement. To further illustrate this, Tripathi and Tripathi (2009) indicate that a participative organisational culture fosters personalized relationships, assertiveness, and the exchange of benefits (p. 213). It also discourages negative sanctions and the assertion of expertise, which can serve as a hindrance to the organisation's success. On the other hand, a manipulative organisational culture employs the assertion of expertise, the use of rational rewards, and the balanced use of personalized relationships to attain organisational success (Tripathi & Tripathi, 2009, p. 226).

However, Tripathi and Tripathi (2009) also assert that while personalized relationships foster organisational commitment, they may also make an organisation less effective (p. 213) as personal feelings and subjectivity may come into play. In the same regardSimilarly, Lukas, Whitwell, and Heide (2013) point out that organisational culture, and, in particular – particularly, a one that is developmental and rational culture, -- can have detrimental effects on an organisation, particularly especially between a suppliers and its customers (p. 8). They cite that these cultures can potentially ' engender systematic mismatches between a firm's decision on product capability and customer needs' (Lukas, Whitwell & Heide, 2013, p. 8). In other words, this means that organisations or suppliers that employ these cultures have a tendency of providingto provide their customers with more product

capability than they need. With this, the authors aim to show that organisational culture does not always lead to positive outcomes, but that it can also have a dark side with negative implications if it is left unrestrained (Lukas, Whitwell & Heide, 2013, p. 8). They also claim that none of the conventional organisational cultures include the customers (Lukas, Whitwell & Heide, 2013, p. 8). However, they assert that customer orientation is a distinct form of culture that exists with the standard organisational cultures and that adds values that specifically relate to the customers (Lukas, Whitwell & Heide, 2013, p. 8).

These theories imply that while organisational culture can help in the development of shared values and proper behaviors/behaviours among the organisational members, it can also have unintended outcomes, which the organisational leaders must be aware of and must promptly address. Just as with any medication prescribed for health ailments or potential solutions to problems, the promotion of a particular culture within an organisation can have side effects that the organisational leaders must be able to moderate. These findings also imply that an organisation's management team is capable of controlling and manipulating the organisation's culture and should then use this capability to steer the organisation's culture in the right direction (Trivellas, Reklitis & Konstantopoulos, 2007, p. 1074).

Chow & Liu (2009) also assert that an organisation's culture determines the type of HR (Human Resource) system that an organisation selects. In turn, HR management makes the most contribution to organisational performance when it is in alignment with the organisation's

business strategy (p. 2, 306). In other words, an organisation's HR system must be aligned with the organisation's business strategy and must contribute to the cultivation development of the appropriatea culture that will promote organisational effectiveness.

Similarly, the implementation of a learning culture is one of thea major initiatives being undertaken by many organisations today, especially with because knowledge now beingis now considered the most important organisational resource in organisations (Darvish & Nazari, 2013, p. 1). However, in order for organisations to foster a learning culture, it is necessary for its members to share common practices, values, and attitudes that support the process of constant learning within the organisation (Wanto & Suryasaputra, 2012, p. 467). In this regard, the implementation of a learning culture should be considered a corporate goal that is supported by top management and executive leadership and that is linked to the organisation's strategic performance. As the studys shown of by Wanto and Suryasaputra (2012) shows, organisational culture can significantly impact the organisation's competitive strategy and this competitive strategy, in turn, can significantly impact organisational performance (p. 467). Similarly, The study of Shih-Chieh and Jue-Fan (2006) shows the same results in that it indicatesshow that organisational learning and organisational culture affect the strategy that selected by manufacturing companies select (p. 509). Even in service firms, Muafi (2009) finds also reports that a firm's strategy is aligned with its organisational culture in service firms (p. 124). As wellIn addition, Muafi (2009) indicates that the more a competitive strategy is implemented, the more it will influence role behaviorbehaviour,

organisational culture, and organisational performance (p. 125).

On another note, a study by Marchand, Haines III & Dextras-Gauthier (2013) shows that, of the four types of organisational culture – that is, (i. e., rational, developmental, hierarchical, and group), culture -- a group culture leads to this associated with the least amount of psychological distress, depression, and emotional exhaustion among employees. In contrast, while a rational culture leads to this associated with the most psychological distress, and depression, and emotional exhaustion among employees (p. 6). As well In addition, the study shows that hierarchical and group cultures are best at promoting the employees' well-being the best, although only group culture is significantly related to positive mental health outcomes (Marchand, Haines III & Dextras-Gauthier, 2013, p. 6). Although the correlation between occupational health outcomes and organisational culture do not directly relate to the achievement of an organisation's strategic objectives, the writer asserts that organisational cultures that foster positive health outcomes among employees lead to increased job satisfaction, which can lead to improved organisational performance and in turn to the achievement of the organisation's strategic goals.

In conclusion, it is clear that the development of the an appropriate organisational culture in organisations enables the organisation to achieve its strategic goals by helping in that it helps foster the appropriate attitudes, values, and behaviorsbehaviours among its members, . In turn, members are better able to which enable these members to workwork together towards a common goal. However, caution should be taken in that it is important to note that organisational culture does not always result in positive outcomes.

As such, therefore, it is important for leadership to ensure that the organisation's culture is being used only for its intended purpose. In particular, leaders should ensure that the impact of organisational culture is moderated and that it is directed specifically towards the achievement of organisational goals. Moreover, since organisational culture affects the work environment, then leaders should ensure that the organization's culture makes the workplace conducive for working and that it leads to increased job satisfaction, which, in turn leads to improved organisational performance. These show how important leadership's role is in the effective implementation of organisational culture and how all encompassing the effects of organisational culture are for affecting the organisation's success. Not only does it influence employee lead to improved productivity and efficiency, but it also leads to improved morale, all of which can be reflected in the organisation's bottom line.

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