



ANALYZING THE INFLUENCE OF ORGANIZATIONAL CULTURE ON CHANGE MANAGEMENT

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ABSTRACT

The efficacy of change management activities is examined in this research in relation to organizational culture. It emphasizes how an organization's culture—a set of common values, customs, beliefs, and behaviors—can help or impede the adoption of change. The study examines important components including rituals, storytelling, leadership influence, and physical settings that mould and reflect organizational culture, drawing on both theoretical viewpoints and actual data. The results highlight how important employee attitudes and leadership are in coordinating organizational principles with transformation goals. In order to illustrate how culture influences change results in many contexts, the literature study also incorporates comparative observations from a range of organizational settings, including Latvian businesses, public-sector organizations in the United Arab Emirates, and vocational centres in Kenya. The research comes to the conclusion that change efforts are far more likely to succeed when they are supported by a strong, flexible, and well-managed culture.

Keywords: Organizational Culture, Change Management, Leadership, Employee Attitudes, Organizational Values, Cultural Alignment

1. INTRODUCTION

The significance of organizational culture in carrying out change efforts inside an organization is examined in The Role of Organizational Culture in Change Management. The importance of organizational culture and how it affects change management are emphasized in the beginning.



The main components that make up an organization's culture are also covered. Culture must be taken into account when an organization decides to make a strategic change in its surroundings. This is due to the fact that the success of the transformation directly depends on the organizational culture. Organisations must figure out how to adapt to the new demands and difficulties in today's dynamic world. These call for fresh perspectives and innovative solutions. It is crucial to consider the experts who will be involved in the organization to bring about the change while examining organizational transformation. Understanding how individuals follow a procedure and the reasons behind their actions are crucial for comprehending a company's culture. It might be risky to make conclusions about organizational culture before doing a more thorough investigation since a practiced culture may turn out to be different. Additionally, a cultural shift can be necessary if current behaviors do not align with the organization's stated ideals. Leaders hear what their staff members have to say on a daily basis. They could feel more pressure to alter the culture if they hear others not doing what they say they should. Furthermore, knowing, recognizing, and acting upon that knowledge are all part of comprehending the effects of organizational change. The study will demonstrate how company culture affects whether this approach is successful or not.

1.1 Importance of organizational culture in change management

Organisational culture is believed to have a major role in determining the success or failure of any transformation initiative. An organization's ability to implement change might be favorably affected. However, it may also hinder the change's effectiveness. The current culture of the organisation makes the workers feel comfortable. The norms and values of the culture are second nature to them. They have succeeded with their present culture. All of their day-to-day tasks, decision-making process, and control and coordination operations are well-thought-out and based on the culture that exists now. Typically, when a change becomes widespread, it will disrupt the delicate cultural equilibrium. The need to change some parts of the culture is the root cause of this. Many obsolete and pointless norms and principles must be abandoned. Many control activities and procedures will need to be adjusted, and employees will need time to adjust to the new culture. The new culture is unpredictable, which will annoy employees. Additionally, there is no guarantee that the change will be effective; nonetheless, the chances of a successful change are significant



due to the fact that failure leads to loss. Therefore, managers need to understand the value of culture and that it is immutable. Appropriate strategies must be used in order to address cultural problems. It is possible to get employees' buy-in for a transformation initiative by focussing on their culture. As an example, when it comes to integration and acquisition, the model for exposing the acquirer to the new culture might be the dominant organization's culture or the acquirer's own culture. Reassure the acquiree that they may progress in their careers and contribute to better organisational results by immersing themselves in the new culture. Managers and executives practise what is often called "cultural leadership" when they motivate and direct employees to achieve organisational goals by drawing on the company's culture. A sincere application of the new culture is required, as are ways that are suitable and acceptable for cultivating it. The most important thing is that employees fully commit to the culture and believe it will help them achieve their goals. The outcome will be a strong, enduring bond between the organisation and its employees.

1.2 Key elements of organizational culture

An organization's culture is fundamentally shaped by its systems, traditions, and practices. Stories, value systems, rites and rituals, as well as the actual building and physical surroundings, are some of the essential components of organizational culture. An important part of organizational culture is made up of myths, stories, and tales regarding the organization's past and developments. Such narratives are often used by staff members to help them understand the strategic shifts their company is undergoing. This is why introducing new narratives about the organization's future course is a common strategy used by change agents to directly affect the culture. Senior management's value systems often serve as the justification for the organization's present operational procedures. Strong, individualist value systems may give rise to cultures that are less inclined to collaborate and work together. The collective, recurring behaviors that uphold a cultural system's ideals are known as rituals and routines. Change agents may aid in the adoption of the new cultural forms by executing changes to this aspect of culture in a visible manner. For instance, a change agent may try to implement a more flexible workweek with an emphasis on team-based activities in an environment where success is characterized by individual performance and long workdays. One of the most effective visible changes that supports real cultural change is a physical



building environment that reflects a shift to more open-plan, team-based working patterns. This component offers a different point of emphasis. Employees engage with the environment change and start creating new models for expectations and working habits as the work environment is redefined. It is possible to see these new expectations as symbolic measures to counteract the corporate culture's brainwashing of the individual. Expanding shared working places and practices, for instance, causes employees to become less attached to their personal work environment and more receptive to other members of the organization, which changes expectations and conventions to create a more social workplace.

1.3 Impact of organizational culture on change initiatives

Cultural barriers account for the vast majority of change program failures, according to data gathered over the last 20 years. To begin understanding how to align the cultural transformation with the change effort, it is essential to first identify what needs to change in the culture and the goals of the change exercise. It is essential for change managers to recognise the undeniable significance of culture. Based on your understanding of a "absolute value," culture is just as important as the other three fundamental competencies: material, human, and financial. One last thing that companies need to know when things become tough is that cultural problems are really managerial issues. It is management's responsibility to really lead the cultural transition. However, there isn't a foolproof method for change. The many parts that make up an organization's culture are always evolving and taking on new forms. Each part of the culture is dependent on the others, and those parts may all change in their own special ways. Finally, the definition of change inside an organisation always involves two levels of consideration. While "transformational" or substantial change is typically considered, it is just as important to make modifications and improvements every day. In every instance, a distinct procedure embodies the change. Consequently, what is the purpose of these "sub-cultures" and how may we define them? The first thought that comes to mind is probably that certain parts of the organisation are naturally more resistant to change or have unique characteristics. That assumption is more complicated, but it's not completely incorrect either. So, cultures emerge organically from groups' shared experiences, which are then understood through the lens of that group's social structure. What started out as



shared experiences that helped form the group eventually became the gold standard for how members should act in a group setting.

2. LITERATURE REVIEW

Iljins et al (2015) determined by research conducted by two Latvian medium-sized businesses. Step one of the research design is the case study's methodology, which is based on Yin's (1994) methodology; step two is the data analysis and validation. In the first phase, an expert evaluation method was used to investigate the impact and significance of organisational culture variables on organisational climate. We used a case study and some math's to back up our results. During the research, the focus was on the key aspects. Companies using foreign capital were contrasted with medium-sized Latvian firms that used Latvian money. Based on the results, it's clear that organisational culture influences climate during transitions via several channels. A theoretical model is developed to illustrate the impact of organisational climate changes on changes in organisational culture.

Al-Ali et al (2017) used to data collected from 210 participants at the middle management level of public sector enterprises in the UAE. The findings show that change-oriented leadership leads to significant and favorable improvements in both planned and emergent changes ($\beta = 0.20$, $p < 0.01$) and both types of change ($\beta = 0.262$, $p < 0.01$). Additionally, it directly impacts intended change in a favorable and statistically significant way ($\beta = 0.279$, $p < 0.01$). In public-sector service organisations in the UAE, hierarchical culture positively and significantly affected both planned and emergent change management ($\beta = 0.480$, $p < 0.001$ and $\beta = 0.245$, $p < 0.01$, respectively). The study's findings provide new and significant insights into the field of organisational culture research as it pertains to change management issues and the challenges encountered by public sector companies in the United Arab Emirates (UAE). The findings provide light on the best practices for leading organisational change in UAE-based public service enterprises. It offers practical uses for UAE-based leaders and managers involved in organisational change management.



Onyango, W. P. (2014) investigated, using descriptive survey research, the impact of organisational culture on change management. Data was collected and analysed using a descriptive survey methodology for the purpose of hypothesis testing. The study was conducted at the Sikri Vocational Training Centre for the Deaf and the Blind. 80 customers, 4 development partners, 60 additional stakeholders, 16 teaching staff, 22 auxiliary staff, 6 members of the Board of Governors, and randomly selected for the study were all included. Structured questionnaires and interviews were used in the study. The researcher used a Cronbach alpha of 0.710 to guarantee reliability in the results, after administering the questionnaire to 18 participants selected at random. Organisational beliefs and values effect change management, according to 74% of participants, whereas employee attitudes as part of the company's culture impact change management, according to 30.3% of participants (N= 57). When it comes to change management, having the backing of upper management is crucial ($p=.000$), but company policy doesn't matter ($p=.406$). Organisational culture seems to be the driving force behind 27.9% of change management, according to the R Squared value of 0.294 and the R adjusted value of 0.279. According to the findings, upper-level administration at the institution enthusiastically supports the mindset and approach to work that is conducive to change management. A more positive corporate culture is a key driver of expansion, and this will help foster that.

Kavanagh et al (2006) studied the mergers that occurred between three significant public sector organisations that had many locations. In order to investigate the impact that leadership and change management practices have on people' willingness to embrace cultural change, many types of analysis, including qualitative and quantitative approaches, are used. The findings suggest that the leaders themselves are often the ones who are forced to undergo change as a consequence of a merger. Furthermore, the rate of change is frequently the factor that impedes the effective re-engineering of the culture. In this regard, the success or failure of any merger is contingent upon the individual's views on the method in which the process is managed and the direction in which the culture should be pushed. The importance of communication and a change process that is open and honest cannot be overstated, since these factors often define not just how a leader will be seen, but also who will be considered a leader. Therefore, in order to guarantee that people within an



organisation are willing to embrace the changes that are brought about by a merger, leaders need to be knowledgeable and educated in the process of changing organisations.

3. METHODOLOGY

The contribution that corporate governance makes to both the success of businesses and to accountability is the primary reason for its growing significance. It is characterized by continuous monitoring and assessment, and the implementation and maintenance of good governance makes it easier to make sound decisions, as well as enhances strategy, performance, compliance, and accountability. Corporate governance that is effective assists an organisation in accomplishing its goals and achieving the results it desires, as well as meeting its commitments via the implementation of sound:

- Planning for both commercial and strategic aims Risk management
- The administration and reporting of financial matters
- Management and administration of human resources
- Structures for ensuring compliance and responsibility

Additionally, good governance helps to offer a framework for creating accountability to the people that the organisation serves, which includes its members, customers, and other stakeholders, including funding bodies. It is the responsibility of good governance to guarantee that all constituencies (stakeholders) who have a meaningful interest in the operations of the firm are taken into consideration adequately. Not only that, but strong governance has the potential to make a considerable contribution to the prevention of malpractice and fraud, even if it cannot completely prohibit these types of activities. In an organisation, there are advantages that come with having good corporate governance, and these benefits include, but are not limited to, the following:

- To guarantee the success of corporations and the expansion of the economy, good corporate governance is essential. This is seen in the meticulous planning that is carried out from the highest level of management all the way down to the lower levels.

- Strong corporate governance plays a crucial role in preserving the trust of investors. As a consequence, companies are able to acquire money in an efficient and effective manner, without having to undertake a significant amount of effort to persuade them that they are capable of managing the funds.
- The factor that contributes to the reduction of capital costs is the existence of a reliable benchmarking system. This system allows for the one-time setup cost of a plant or project to be reduced, resulting in just recurring operational or running expenses. Additionally, it allows for the adaptation of systems that are already functioning in other locations.
- There exists a favorable influence on the price of the share(s).
- The purpose of this is to give the owners and management with the appropriate motivation to accomplish goals that are in the best interest of the organisation and the shareholders.
- Not only does good corporate governance reduce wastages, but it also reduces instances of corruption, hazards, and mismanagement.
- It contributes to the establishment and growth of the brand..
- It guarantees that the organisation is administered in a way that is in accordance with the individuals' best interests.

4. DATA ANALYSIS

In order to determine whether or not the institutions provide new workers with orientation programs in which they are told about the culture of the organisation, the researcher wished to get this information.

Table 1: Official Policy to conduct orientation

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	15	13.8%	13.8%	14.3
Disagree	30	27.6%	27.6%	41.2
Neutral	21	19.3%	19.3%	60.5

Agree	2	1.9%	1.9%	63.9
Strongly Agree	41	37.7%	37.7%	100.0
Total	109	100.0%	100.0	

37.7% of respondents agreed, while 13.8% of respondents did not. In other words, this indicates that although orientation is regarded seriously by certain organisations, it is not viewed seriously by others.

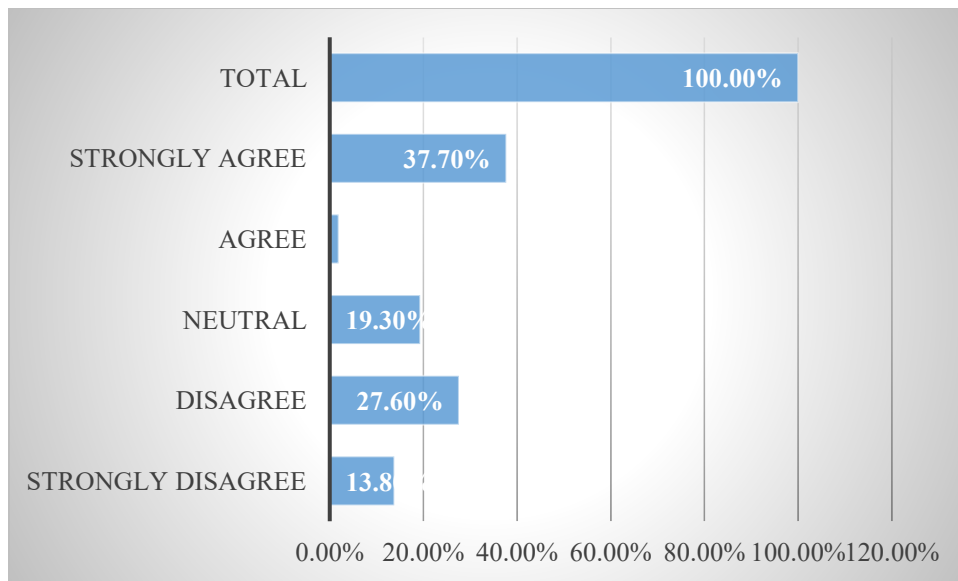


Table 2: Descriptive Statistics

	N	Range	Minimum	Maximum	mean	Std. Deviation
Leadership in the University	109	1	0	2	2.93	1.161
Official Policy to Conduct orientation	109	2	0	3	3.19	1.514

Informal Groups in the University	109	0	0	2	3.47	0.733
Different Department doing Different in the University	109	1	0	3	3.61	0.799
Department do things the same way across	109	2	0	3	2.82	0.821
Task, Innovation and Professionalisms	109	0	0	2	3.25	0.671
People with negative attitude	109	0	2	3	4.20	0.413
Innovative ideas by employees	109	2	0	3	3.00	1.290
Failed innovation punished	109	2	0	3	3.19	1.204
Valid N (list wise)	109					

5. RESULT AND DISCUSSION

The culture of the institution fosters an environment that is conducive to ongoing education and innovation. Employees are encouraged to generate creative ideas on a more regular basis, and as a result, they have taken an active part in the process of putting the change into effect in the



institutions. However, there was a strain since there was a shortage of technology, which caused the majority of the personnel from the various departments to embrace cooperation in order to harmonise the way that they worked across the departments. To ensure that new workers are able to understand both the verbal and unspoken culture of the institutions, there was a defined orientation policy that was followed, and new employees were guided through it. Fresh blood and new ways of doing things were brought in by the new and younger staff, which increased efficiency and effectiveness, particularly with regard to the use of technology and social media.

The majority of students attending public institutions come from rural regions and are unable to afford internet connection in order to participate in online courses. Furthermore, they do not have the financial means to acquire computers for the purpose of attending online classes. Even while colleges are making preparations for digital interactions, students are showing a great deal of resistance to the transition for a variety of reasons, including those listed above.

In light of the results of the research, the following are some suggestions that should be considered: The culture of the organisation need to be one of continual learning, which will stimulate innovativeness and serve as a source of incentive for the staff members. Laws pertaining to disaster preparation and response plans have to be included in the curriculum of every public university. The public universities also need the implementation of funding and appropriation procedures in order to function properly. The standards for digital and online learning should also be linked with the policies of the academic institution. The online interaction and decorum should be taught to all of the academics and support personnel working in the institution.

6. CONCLUSION

It may be concluded that the culture of an organisation is a critical component in determining whether or not change management techniques are successful. In addition to determining how change is viewed and accepted within an organisation, the cultural fabric of that organisation also dictates the speed at which it is implemented and whether or not it can be maintained over time. It is necessary for leaders to comprehend and negotiate the underlying cultural dynamics in order to bring about effective change. This involves capitalising on cultural strengths while also



confronting opposition that is founded in pre-existing norms and behaviours. It has been shown via empirical research that supportive leadership, value alignment, and employee involvement are essential components in the process of cultivating a culture that is amenable to change. It is also necessary for organisations that have the objective of successfully transforming themselves to include cultural concerns into their strategic planning. This will guarantee that the change efforts are culturally sensitive, inclusive, and directed by shared organisational values.

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