Organizational Culture Influence On Individual Culture: A Review

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Abstract

Organizational culture is the set of values, how they interact, policies and norms etc. which are very important for organization and which will help organization to overcome the success. Individual culture is individuals own set of values, beliefs, and attitude and depending on their experience in life. This study focuses at the determining the organization culture influence on individual culture based on Social Identity Theory. And also this study sees how individual culture is getting affected by Organization culture through their experience. Based on Social Identity Theory (SIT) it will help organization to understand individual's behaviour and in what values and beliefs do they believes. From many literature reviews we have form the conceptual framework. And we conclude that if organization culture is strong so it will help in the success of the organization and employees in the organization.

Keywords

Social Identity Theory, organizational culture, individual culture, conceptual frame work.

INTRODUCTION

Culture is a word that talks about an enormous and various set of mostly intangible prospect of social life. Culture includes communication, goals, languages, religion and behaviour etc that shared by people in common. Culture also involves the material objects that are same to the community and the group. Culture is different from economic factors or views of community and societal structure, though it is linked with each other. Culture is very significant in every individual's life or other places because it plays a vital role in social life. Individuals from different society have different types of culture whereas some individual's have common same culture. Various types of common culture are food, dressing, language, education, beliefs, values, ethics etc. Culture is identity of people, religion, and nation without culture there would be no society or relationship Nicki Lisa Cole (2019).

Levels of culture: Basic principle is that culture has different types of levels and sublevels. The basic levels of culture are national, religion, organizational, team and individual Github.LO. (2019).

National Culture: For instance, businessman from India went to German for business meeting in the company. The meeting has been kept at 9:00am in the morning but when businessman reached to the meeting, a few minutes before its start time, he was in and surprised that they were already seated and ready to start meeting. When he gets back to India he shared his experience with culture of German. From this he took in the mind that punctuality and planning of German. From the above case culture difference between two nations: India and German. From this national culture difference influences the culture difference influences the culture of the nation.

Regional Culture: An amazing thing about staying in India is the difference in regional culture which makes each part of country special. That is language, food, dance, dressing etc.

Organizational Culture: For instance when you visit some company then what you notice is organization structure, what they do & their mission and vision etc. This all factors give the organization its different culture which makes them look different from other.

Team Culture: In team Norms, values and beliefs of culture are there cultural norms in team. Which lead members in their appearance, dress, personality, language, how they work together? Some are serious and some are humour.

Figure 1: Levels of Culture

Source: Karahanna, Elena (2005) "Levels of Culture and Individual Behavior: An Integrative Perspective." *Journal of Global Information Management*, 2020.

Individual Culture: Individual cultural differences identify with your preferences for things through your own experiences that involve your family, your companions, school, media, collaborators, etc. You may share a national culture, for example, being an Indian, with someone else and live in the same regional culture. You may even work with the individual in a similar organization and office, in this manner sharing an organization and group culture, and despite the fact that you share comparable interest's you will probably have contrasts in individual culture dependent on what your identity is and your social upbringing The Open University of Hong Kong (2015).

Hofstede (1984) depicts at the cultural level one of the 1st theoretical orientations towards the structure of values which has individualism as one of their factors. This writer carried out a significant investigation of values related with work among employees of a global organization Valdiney V. Gouveian et all. (2000).

Hofstede Model of Organization Culture

Organization cultures are norms, values, practice, mission and vision etc which make organization different from other organization. By organization culture it reach to decision how employees would behave in the organization and outside the organization and also figure out participation in the productivity tasks.

Hofstede a.k.a Geert Hofstede said that national and the regional factors contributing to the culture of organization and ultimately influences individual behaviour in the organization.

According Geert Hofstede below are the factors which influence the workplace culture.

Power Distance: Organization A: The power was appropriated similarly among all regardless of their designations. Each individual paying little respect to his/her level in the hierarchy delighted in equivalent advantages and rights.

Organization B: In B Organization the bosses delighted in a special treatment from the management and the leaders of the team were designated more obligations when contrasted with the colleagues.

Power distance index refers to the distinctions in the work culture according to the power designated to the employees. There are a few organizations which trust in appoint the team leaders or managers who are liable for their particular groups and have challenge in pulling out the best out of the individuals. The colleagues likewise need to respect their group leaders and work according to their advice and orders. Anyway in certain organizations, each worker is responsible for his very own performance. No unique individual is appointed to take charge of the workers. The employees are liable to none with the exception of themselves. Each worker gets an equivalent treatment from the management and needs to take responsibility for his/her very own work.

Masculinity vs. Feminity: This state that the impact of contrasts in male and female values on the culture of the organizations. Organization where male workers overpower their female colleagues will pursue various policies when contrasted with organization where females have a significant state in the decision making procedure of the organization. Male workers would be more aggressive when contrasted with the females who might be all the more soft-hearted and caring. The duties likewise change according to the sex of the workers. The female workers are never assigned something which requires late sittings or continuous travelling.

Individualism: There are a few organizations which firmly depend on team work. Here people with a similar interest meet up and work as one as a group. These organizations believe that the result is in every case more when people exchange their thoughts, talk about things among themselves to turn out with creative and innovative thoughts. In such a situation the workers share a solid relationship and take each other's help when required. Anyway certain organizations pursue a culture where people don't have faith in doing work as a single unit and incline toward working separately.

Uncertainty Avoidance index: These refer to a culture where workers realize how to react to uncommon and unexpected conditions. It manages the tolerance level of the workers in both comfortable and awkward circumstances. Organizations make a decent attempt to keep away from such circumstances and furthermore set up the employees to change well in all conditions.

Long Term Orientation: There are a few organizations which focusing long term connection with the workers. In such organization individuals have a consistent approach and strive hard to satisfy the expectations of the administration. Workers get connected to the organization and don't see short term goals and objectives. In actuality, a few organizations have employees who are progressively worried about their image and position. They follow a culture where individuals proceed onward in a limited capacity to focus time and nothing is done to hold

them. The employees are concerned with their targets and profits and leave as and when they get good and better opportunity.

Organization *Culture*

What is organization?

An organization is a place where every common people come and work together to achieve common target and objective of the organization. Organization consists of different type's people on the basis of education, specialization, experience and different background called as employees to achieve common goal Prachi Juneja (2015).

What is Organization Culture?

Everyone one in organization have different personality traits which shows each person is different from others. Similarly like this even organization have their own policies, norms, value and beliefs which make them look different from other organization.

A place where individual's work together to achieve common goal and to earn profit of the organization. Each organization has unique and different style of work system which is the part of the culture. Employees are controlled by the culture of the organization as they behave inside and outside of the organization.

Social Identity Theory

Social Identity theory was discovered by Henri Tajfel and it was biggest contribution to psychology. Social identity is person's perspective to which membership they belong. There are stages of social identity theory

Figure 2: Social Identity Theory Stages
Source: Saul MacLeod and Ashforth, B. E., & Mael, F. (1989).

These are the three stages that involve in mental process of every individual into us and them. First is social categorisation, here people tend to classify themselves according to their identity for instance, person is doctor then he/she will categorised them in the group of doctors. Second is social identification, this the second stage of social identity theory. Here individual adopt the identity of the group from which individual has classified himself. For example if individual has adopted the identity of doctor and individual will start act and start believing in that way. Third is social comparison, this is the final stage of social comparison. Once individual have identified themselves among the group then they start comparing their group to other group (McLeod, S.A. 2019).

Importance of study

This Study is important because to analyse the Individual Culture based on Social Identity Theory. To analyse the change in the individual culture through the influence of organizational culture based on the Social Identity Theory. And form the conceptual framework to understand how individual adapt and get influenced by the organizational culture and how much time they are taking to adapt it. So basically by this study we will get to know how each individual coming from different backgrounds is going to get influence and adapt the organizational culture.

Literature Review

Culture can be defined as a combination of value, sets, beliefs, communications and simplification of behaviour which gives direction to people (Mashal&SaimaShafiq, 2014). Culture is a collection of various values and behaviours that may consider as a guide to success (Schein, 1990). In other words we can describe that culture is nothing but knowledge, sharing, caring, beliefs, values and practices which helps the society to make the relationship and good practice. Presently as culture in our society same thing is in corporate that is called as organization culture.

"Organizational culture refers to a system of shared meaning held by members that distinguishes the organization from other organization". Seven primary characteristics seem to capture the essence of an organization innovation and risk taking, detail attention, outcome orientation, orientation of people, orientation of team, aggressiveness and stability(Stephen P. Robbins et. all., 2013). Each organization has different types of culture which make them different from others.

There different layers levels of culture and there dimensions like supranational it includes regional, ethnic, religious and language, national, professional, organizational and group. Values are significant than practice in higher level of cultures that is supranational where as practice and norms dominate for the lower level cultures that is group (ElnaKarahanna et. all., 2005).

Basically organization culture is made by founders on the basis of their values assumption beliefs and practice, when founder experience with new culture they might adopt that culture for organization (Mamatha S.V. & Geetanajali P., 2020).

Supranational culture is described as any cultural differences that cross national border or can be detect to exist in more than one country. That can comprise of: regional is described as relating to a specific gathering of individuals living in same geographic district, ethnic is described as relating to a specific gathering of individuals sharing similar and different qualities, and linguistic is described as relating to a gathering of individuals talking a similar tongue. National is described as aggregate properties that are attributed to residents of nations. Organizational is defined as the social and normative adhesive that holds organizations together (ElnaKarahanna et. all., 2005).

Person from the different countries could score low or high on dimension of culture where not only from different country but also from same country people can score low or high on culture dimension (Scott McCoy et. all., 2005). First step toward unpacking role played by the national culture in determining individual difference in multinational teams and it suggest that why the causal logic underpinning past theorizing about national culture in multicultural settings has been incomplete (Jane E. Salk and Mary Yoko Brannen, 2002).

In the individual level approach, cultural differences are assumed to be consistence with individual difference within the each of the culture includes cross culture comparison (K Wok Leung, 2000). The social factor of behavior is influence to an enormous degree by a system of individual values (ElnaKarahanna et. all., 2005).

According to Social Identity Theory, people have a tendency to classify themselves and other people into different categories such as organization, gender or age (Blake E. et. all., 2012). The individual social identity may be derived not only from organization, but also from his or her work group, department, lunch group or age (Blake E. et. all., 2012). Psychological, cognitive, and physical changes throughout childhood give rise to the growth of social identity (Pam Maras et. all. 2016). Social Identity theory demonstrate a significant focal point to improve the understand of founders as individual, the endeavor formation procedure, and its results (Sieger, P., Gruber, M., Fauchart, E. and Zellweger, T.M. ,2015).

The questionnaire in this study ask about peoples identity which includes personal traits, identity by giving each response rating that reflects best how important that question is to you (Nario – Redmond et. all. 2004).

Individual have their certain values and beliefs as their own background and demographic therefore it is less likely that people will tend to adapt the organizational culture. The organization internal environment, norms or practice are found by the founder or leader. Although culture is unique in the organization which can influence individual culture by its norms, practice etc (Prof. Rao Indu, 2011).

This clarifies the concepts of theoretical, builds, and discoveries of an identity-based perspective on learning. However numerous variables impact how individuals work, social identity theory is predicts to be a theory of unifying of OB that, what and how individuals think as individuals from social gatherings impacts resulting conduct and mentalities in social frameworks. This impact has significant ramifications for work environment learning (Korte, R. 2007).

Inside social and organization of psychology research and different sociologies the concept of identity is right now generally grasped. Two theories that are dynamically being applied to help make with recognizing of gathering and association identification are social theory and self- categorization theory (Tajfel, 1978; Turner, 1982; Turner, Hogg, Oakes, Reicher and Wetherell, 1987). These hypotheses help in perceiving individuals characters and membership, plays significant job in building or forming values, behavior and beliefs (Reynolds, K., Turner, J. and Haslam, S. 2003).

Social identities are comprehended of people's popularity, reputation, value, social acknowledgment, ability, and power. Social identity goes about as self-motivators for ladies to keep up greatness in quality guidelines, good image, and venture into advancements. Ladies' social identities depicted them as reliable business people, while pulling in new customers and building certainty inside new customer's right in the internationalization procedure of their private companies (Hewapathirana, G. 2011).

Sometimes identities change in behaviour, attitude, beliefs and values. This change was seen among the expatriates. However, a couple of Chinese ostracizes dominatingly communicated among themselves at work, and their reduced socialization with Pakistanis diminished their odds of progress (Nadeem, S. and Mumtaz, S. 2018).

Both social Identity and contract of psychological is important mediators among attitudinal and leadership results. However, social identity is a very strong (Cassar, V., Bezzina, F. and Buttigieg, S. 2017). Social identity is a primary factor that is influencing learning and work in organization. Social identity is noteworthy considering the way that it gives bits of information about individual behavior in gatherings and the dynamics group that is influencing individual learning and work (Social identity is key to human resources development 2007).

Social Identity of the new affiliation was to an incredibly shared among people from the different subgroups. But actually the way that the employees considered their pre-merger identity to be in question (as appeared through the meetings), this cultivated hazard was not strongly conveyed in the survey. As a matter of fact, the sub-groups ready to keep up uniqueness acknowledge the value included of each group and resource (Łupina-Wegener, A., Schneider, S. and van Dick, R. 2011).

Explore the connection between "social identities" and "development as an aggregate demonstration", explicitly how various social identity forms build, rebuild and modify organisational identity, and make positive commitment and inspiration for shared advancement (co-innovation) (Jacobs, H. 2013).

Conceptual Model
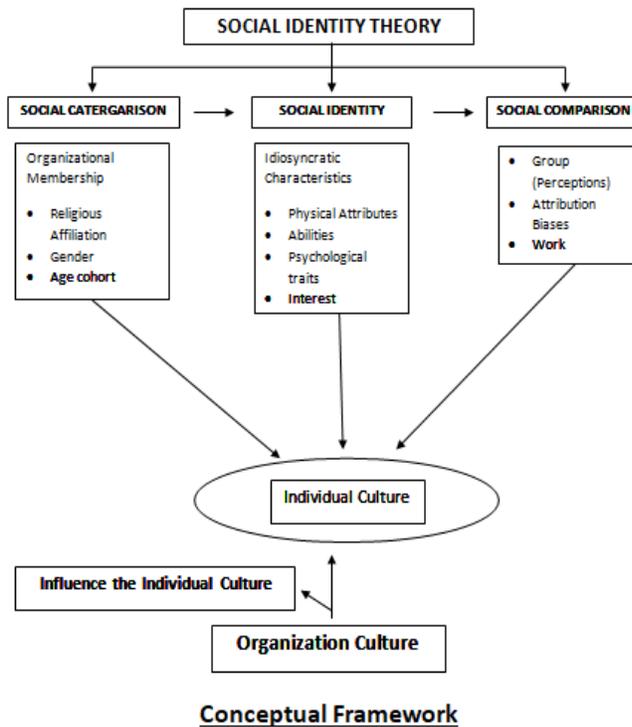
Figure 3: Conceptual Framework on Organization Culture Influence Individual Culture Based On SIT
Source: Authors.

The conceptual model defines three aspects namely Social Identity Theory, Individual Culture and Organization Culture. Glimpse the aspects of the model, Social Identity Theory have an excellent explanation of individuals social identity for example how individual will see themselves and how they will interact with others. For instance, in social catergarison how individual will categorise him or other person, for some individual, gender might be important and for some age or other categories. Social identity is way that individual identify himself, similar to his characteristics with other group. Individual is influenced by different attributes or traits that guide his/her behavior. Social comparison, an individual will start comparing him within group or with other. Social Identity plays a very vital role in every individual's life.

In the individual culture, we all experience the different culture at different stages of life. By which we get influence. Individual is influenced by different attributes or traits that guide his/her behavior.

Finally organization culture, as we know, organization culture is strong then organization can achieve success for a long term. Organization culture role is to inculcate a proper work culture. It also creates a strong commitment in employees. It also create a strong commitment towards individual in the organization. On other is organizational culture is strong than commitment of employees will be more towards the organization. In this globalised world, in organization employees are from different states, speaks different language, have different attitude etc. This can influence culture of individual. An organization is made of individual which carry out different norms, values, assumption and the attitude which shows behavioural pattern of individual.

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