Practical view of association between the organizational culture, climate and values

Abstract
Since the organizations are ran by people than it is understandable that the employees are the resource that could make significant differences in the organizational “run” for profit. From the other side, organizational culture, climate & values could influence the organizational “run” for profit, but very often culture, climate and values are treated and are recognized as separate pillars. For that reason the need of increasing the awareness of the importance of employee’s feelings, perceptions, actions, believes, values & behaviors for the organizational success is becoming more and more important. The concern that this paper is covering is how the employees feelings, perceptions, actions, believes could be measured, furthermore, how to be linked to the values, and at the end how to be connected with practices within the companies. The specific of this paper is consisted in the offer of one concept for simple practical implementation & measurement of outcomes.

Keywords: Organizational culture, organizational climate & organizational values

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Organizational culture is the consistently reproduced values and beliefs, which are reflected in the actions of its members and in the organisation’s structure and distribution of responsibility [1]. Specifically, Lugosi and Bray [1] stated that “culture is linked to the way information is disseminated, how power is distributed and how decisions are made, and it is reified in such symbols as brands, corporate logos, job titles and uniforms”. Moreover, the corporate culture could be seen as a combination of beliefs, taboos, symbols, rituals, myths, written rules & practices and values that every company develops over time. But, the most specific in the culture of the organization is that it is more related with the process of thinking & conducting actions of the employees. Besides that it has been reported that many studies have been conducted about the impact of organisational culture on different variables in the organizational setting. Therefore the “organizational culture has been defined in terms of work practices as a set of particular organisational functions that are carried out by organisational members in a specific way that makes it different from other organisations or from other units within an organisation.”

The impact of organisational culture is determined on job satisfaction, individual learning, organisational effectiveness, leadership, organisational problem-solving, creativity organizational commitment, organisational performance, TQM communication and information [2-10].

On the other hand, organizational climate is combination of gained feelings & formed perceptions of the employees about: the existing company conditions, environment, equipment, management, processes & practices within the company. In addition to that, one study of US healthcare industry showed that “the general Human Resource functions of supervision, empowerment, job design, coordination/communication, and training and development were reported to be significantly related to employee satisfaction both at the individual and facility levels. Moreover the HRM climate dimensions such as job autonomy, level of participation, employee integration, training, welfare and supervisory support are already defined before, but still the concept of practical association between the climate, culture and values can be modified within time. Therefore the following text give proposal considering no matter the HRM dimensions but the focus is to concept, implementation & outcomes of no matter the dimensions. Nevertheless, considering the climate it is worth full to be stated the differences between the ethical, psychological, innovation climate, since the focus of this paper is on development of practical model for exploring the organizational climate for every person holding various HR and Organisational management knowledge. Therefore, the ethical climate in organisation refers to the way in which an organisation typically handles issues such as responsibility, accountability, communication, regulations, equity, trust, and the welfare of stakeholders [11]. Furthermore, considering the psychological climate, the researchers developed an operational definition of psychological climate that was based on how employees perceive aspects of the organizational environment and interpret them in relation to their own well-being[12] However, the basic understanding of “psychological climate refers to the individual's internalized representations of situational conditions within the organization and its subunits, tends to emphasize conditions that are relatively immediate to individual experience, and reflects a cognitive transformation and structuring of these conditions into perceived situational influences”.

Moreover, concerning the organizational culture and climate, coaching has become very popular element in modeling the organizational culture. Coaching has been defined in several ways, e.g. as a process of giving guidance, encouragement and support to the learner or as a day-to-day, hands-on process of helping employees recognize opportunities to improve their performance and capabilities. Besides coaching, mentoring is second element in modeling the organizational culture.

A meta-analysis on mentoring shows that mentoring is positively related to attitudinal outcomes. Also, a recent study shows that mentoring was related to less role conflict and less role
ambiguity. Since the people with their way of thinking, attitudes, perceptions, decisions and actions drive the companies, very often mentoring and coaching are used while organizational changes. Usually, the change is been be initiated by the management team related with process, technology or people about improved, optimization. Variety of not connected decisions could become practice about improvement follow up. It happen those actions to be mostly pure post-reaction of the previously occurred issues or challenges, no matter internally or externally forced. The management could be facing up with plenty of questions like the following:

- Should something to be done?
- Should something to be changed?
- What needs to be changed?
- Where to start the search for the type of needed change?
- Where to start from?
- What tools to be used?

It has been stated that ‘some traditional approaches to describe or classify change relate to the nature of the change itself. Such efforts have been helpful in understanding change cognitively and developing theoretical categories of change and change processes’. Over time, a common language for typing organisational change has been established, including change that is incremental or transformative, first-order versus second order, transformational, transitional or transactional, and episodic versus continuous.

<table>
<thead>
<tr>
<th>Fields defining the CULTURE (practices applied)</th>
<th>Organizational VALUES (link it with)</th>
<th>Organizational values descriptions</th>
<th>Possible statements considering the CONCEPT, IMPLEMENTATION &amp; OUTCOMES (getting inputs for employees’ feeling and perceptions = CLIMATE)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ex. Performance appraisal cycle</td>
<td>Quality</td>
<td>To serve &amp; behave best to internal &amp; external customers</td>
<td>I think that the performance appraisal cycle concept is base on fair approach.</td>
</tr>
<tr>
<td></td>
<td>Collaboration</td>
<td>To communicate &amp; cooperate &amp; be support in all directions</td>
<td>I think that within the implementation of performance appraisal cycle there is fair approach.</td>
</tr>
<tr>
<td></td>
<td>Fair approach</td>
<td>Provide equal treatment to all existing diversities</td>
<td>I think that the outcomes of the performance system are implemented considering fair approach.</td>
</tr>
</tbody>
</table>

**Table-1: Linking the organizational climate, culture and values**

Usually for any kind of change the systematic approach is needed. For that purpose invoke to the organizational climate is recommended. By examining the organizational climate we should answer the “painful” elements within the whole organization. But, since the organizational
climate is about the feelings & perceptions, and the organization is run by people with feelings & perceptions that make them acting in a specific manner, we could conclude that organizational culture and so the change could be managed only if there is familiarity with the employees feeling & perceptions about the company practices, rules, management, technology and values. For this reason organizational climate surveys through its specific design should be linked with the values of the organization. Moreover, the values should be explored for each segment of the fields like (performance appraisal cycle, training & development, compensation & benefits, management and supervision, HR administration, individual job characteristics etc.). And at the end, by organizational climate survey the feelings & perceptions of the employees about the concept, implementation & outcomes of the implementation for each functional area and for each organizational (company) value should be examined. Following this statement it is given under a proposal of a concept for linking the organizational climate, culture & values.

It has been stated that ‘CEV’s (corporate ethical values) can be an important element that allows an organization to influence employee perceptions of the organization’s social responsibility, in turn, augmenting employee motivation. CEVs may improve employee ethics and impact work-related attitudes. Exactly how CEVs influence employees remains a partially unanswered question.

**Concept of practical association of the organizational climate, culture and values**

Since the top management should provide an “effective leadership” via “clear beliefs and objectives in the form of a vision; clear and effective strategies and supporting plans; the critical success factors and core processes; the appropriate management structure; employee participation through empowerment, therefore the practical connection and measurements between climate, culture and values is necessary. Specifically, considering the culture by itself, “culture realignment work is complex and can appear daunting at first”, but still “there are clear, concrete and tested strategies for executing this work” via establishing infrastructure and oversight, definition of the preferred culture, running culture gap audit, ensuring leadership modeling, managing priority culture realignment levers, promoting grassroots efforts, integrating into priority strategic initiatives and assess progress. Moreover, for examining the practical linkage between the culture, values and climate where climate is expressed via employees statements the following model is proposed where is presented one company practice i.e. performance appraisal, its’ linkage with the quality as value and the linkage with employee feeling about the concept, implementation & outcomes.

The important moment is the data analysis. To examine in detail the “painful” areas, the benchmark of the results could be between the departments, historical benchmark or benchmark with the company average results, than benchmark between managerial Vs. non-managerial positions, age structure etc. The listed options of benchmark & data analysis could be examined for the existing concepts, for the existing applications of the concepts and for the outcomes after implementation of the concept.

This kind of survey will provide the management with specific diagnostics of its organization. Further, depending of the diagnostics, the changing actions should be considered. The action flow sometimes could be as the example shown under. In addition, have on mind that those actions could influence the budget; the management should consider the optimal solution to initiate change. At the end check the level of readiness of the organization, before taking measures to initiate the change. Without readiness, the actions could contribute to negative feedback.

**Conclusion and further implications**

This kind of concept about examining the organizations gives a wide and detailed picture about the current situation in the company. When there is existing diagnosis, the management will be confident in decision making for improvement actions. Those actions will be systematic, and within a time this actions could even prevent not preferred consequences. The company will
move from reactive to proactive management. And, at the end the conclusion is that this kind of surveys periodically are proposed to assure the management that the organization is following “the right” means of managing the company.

Moreover the similar approach can be used to link the HRM in environmental fit (as contingency among external environment and HR function), vertical strategic fit (as contingency among business strategy and HR function), internal organizational fit (as contingency among Organizational Development and HR function), intra-function HR fit (as contingency among all HR activities) and intra-activity HR fit (as contingency among compensation practices) [13-15].

References