

Research Article

THE WAYS TO IMPROVE WORK EFFECTIVENESS OF ORGANIZATIONAL CULTURE

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ABSTRACT

The concept of culture in Mongolia, as defined by both the constitution and state cultural policy, encompasses a broad spectrum of human intellectual achievements and societal customs. Mongolian linguistic dictionaries characterize culture as the culmination of human creativity throughout social evolution, while legal dictionaries emphasize its role in knowledge transmission and societal adaptation. This comprehensive understanding of culture holds significant theoretical and policy implications, emphasizing its pivotal role in shaping national identity and guiding cultural governance strategies. By understanding and actively shaping organizational culture, leaders can create an environment that promotes positive behaviours and enhances organizational effectiveness: This emphasizes the role of leadership in shaping and nurturing organizational culture. Leaders who are intentional about promoting values such as integrity, transparency, and respect can cultivate a culture that fosters employee engagement, innovation, and performance. Through their actions and decisions, leaders can reinforce desired cultural norms and values, ultimately contributing to the organization's success in our study.

Keywords: culture, organization, organizational culture, cultural fluidity, appropriation.

INTRODUCTION

Considering how the concept of culture is defined in the framework of the Mongolian Constitution and the cultural policy pursued by the state, the Mongolian linguistic dictionaries define it as "a set of wealth and intellectual achievements created by mankind in the process of social development". However, in legal dictionaries, it is defined as "the totality of human knowledge, beliefs, and customs related to the ability of the people to pass on the knowledge they have accumulated to the next generation, to educate and adapt to it." Therefore, a broad understanding of the concept of culture is of great importance at the theoretical level and at the policy level.

Organizational culture refers to the shared values, beliefs, norms, and practices that guide behavior within an organization: This means that organizational culture encompasses the collective attitudes, customs, and behaviors that define how members of an organization perceive and engage with their work environment. These shared elements establish a framework for understanding what is considered acceptable or unacceptable behavior within the organization. It shapes how individuals interact with each other, make decisions, and approach their work: This highlights the influence of organizational culture on various aspects of employee behavior and decision-making processes. For example, in a culture that values collaboration and teamwork, employees are likely to seek input from others and work cooperatively to achieve common goals. Conversely, in a culture that prioritizes individualism and competition, employees may be more inclined to focus on personal achievements rather than collective success.

THE CONCEPTUAL FRAMEWORK

Culture encompasses the shared beliefs, values, norms, customs, traditions, symbols, and behaviors that characterize a particular group of people or society. It shapes individuals' perceptions, attitudes,

communication styles, and interactions within their social environment. Culture is transmitted from one generation to the next through socialization processes and influences various aspects of human life, including language, religion, art, cuisine, family structures, and societal institutions. Moreover, culture is dynamic and constantly evolving, influenced by historical events, globalization, technological advancements, and interactions between different cultural groups.

Organizational culture refers to the collective values, beliefs, norms, attitudes, and behaviors that define the unique identity and character of an organization. It encompasses the shared assumptions and unwritten rules that guide how individuals within the organization interact with one another, make decisions, and perceive the organization's goals and priorities. Organizational culture shapes the work environment, influencing employee attitudes, motivation, engagement, and performance. It can vary widely across different organizations and sectors, reflecting factors such as leadership styles, management practices, industry norms, and the organization's history and mission. A strong and positive organizational culture can foster employee satisfaction, collaboration, innovation, and organizational effectiveness, while a negative or dysfunctional culture can impede productivity, morale, and ultimately, the organization's success. Therefore, understanding and managing organizational culture is essential for leaders and managers to create a cohesive and supportive work environment that aligns with the organization's values and goals.

Concepts about culture are constantly evolving, reflecting shifts in societal values, technological advancements, and globalization.

Cultural Fluidity: With increased interconnectedness through technology and globalization, cultures are no longer confined to geographical boundaries. Instead, there's a trend towards cultural fluidity, where people actively engage with and adopt elements from diverse cultures, leading to hybrid cultural expressions and identities.

Cultural Appropriation: There's a heightened awareness of the nuances between cultural appropriation (the inappropriate adoption of elements from another culture) and cultural appreciation (the respectful engagement with and celebration of different cultural

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practices). Discussions around these concepts often center on power dynamics, historical context, and the importance of mutual respect.

Digital Culture: The rise of digital technologies has given birth to new forms of cultural expression and interaction. Online communities, social media platforms, and digital art have become integral parts of contemporary culture, shaping how individuals express themselves, communicate, and form connections across borders.

Cultural Sustainability: There's an increasing emphasis on preserving and revitalizing indigenous cultures, languages, and traditions in the face of globalization and cultural homogenization. Efforts to promote cultural sustainability involve initiatives such as cultural heritage preservation, language revitalization programs, and the protection of traditional knowledge.

Cultural Hegemony: Critical perspectives highlight the ways in which dominant cultural norms and values can exert control over marginalized groups, perpetuating inequality and marginalization. Discussions around cultural hegemony often intersect with power dynamics, colonial legacies, and resistance movements aimed at challenging oppressive cultural norms.

Cultural Competence: In various fields such as education, healthcare, and business, there's a growing recognition of the importance of cultural competence – the ability to effectively interact with individuals from diverse cultural backgrounds. This trend reflects a commitment to fostering inclusive environments and addressing disparities arising from cultural differences.

Cultural Ecology: This concept explores the interconnectedness of culture with the environment and natural resources. It emphasizes the reciprocal relationship between culture and ecology, highlighting how cultural practices and beliefs shape human interactions with the environment and, in turn, how environmental changes influence cultural evolution.

Organizational culture serves as the invisible backbone that shapes the attitudes, behaviors, and values within a workplace. By understanding and actively nurturing a positive and inclusive organizational culture, companies can foster greater employee satisfaction, productivity, and long-term success.

Organizational culture is an important factor that unites the views of members by determining the unique features of the organization, and it is defined by the leader of the organization and implemented by the employees. Organizational culture is manifested in their relationships, so a high level of organizational culture is directly related to a high level of knowledge and skills of employees. Organizational culture includes forms of existence, and its common forms are classified as follows. It includes:

1. personal culture.
2. centrist culture.
3. shaped culture.
4. classified as advanced culture.

Organizational culture can vary widely depending on factors such as industry, leadership style, and organizational values. Some common types of organizational culture include as below:

Hierarchical Culture: Characterized by clear lines of authority and a rigid organizational structure where decision-making typically flows from the top down. Rules and procedures are strictly followed, and there is a focus on stability and efficiency.

Adhocracy Culture: Emphasizes innovation, creativity, and risk-taking. Organizations with an adhocracy culture are often dynamic and flexible, encouraging experimentation and adaptation to change. They value individual initiative and are quick to respond to emerging opportunities.

Clan Culture: Reflects a familial or team-oriented environment where employees feel a strong sense of belonging and collaboration. Communication is open, and there's a focus on nurturing relationships and teamwork. Leadership is often supportive, and mentors play a significant role.

Market Culture: Driven by competition and a focus on achieving measurable results. Organizations with a market culture prioritize performance, achievement, and meeting targets. They value competitiveness, customer orientation, and a results-driven approach to decision-making.

Bureaucratic Culture: Like hierarchical culture, bureaucratic culture places a strong emphasis on rules, procedures, and adherence to established protocols. Stability and predictability are valued, and there's a focus on maintaining order and minimizing risks.

Innovative Culture: Characterized by a commitment to continuous improvement, experimentation, and adaptation. Organizations with an innovative culture encourage creativity, exploration of new ideas, and a willingness to challenge the status quo. They prioritize learning and growth.

Ethical Culture: Centers around integrity, transparency, and ethical behavior. Organizations with an ethical culture prioritize honesty, fairness, and social responsibility in all aspects of their operations. They emphasize ethical decision-making and accountability.

Collaborative Culture: Focuses on building strong relationships and partnerships both within the organization and with external stakeholders. Collaboration is valued, and there's an emphasis on teamwork, communication, and shared goals.

These are just a few examples, and organizational cultures can be a combination of these types or unique blends tailored to the specific context and values of each organization.

RESEARCH METHODOLOGY AND RESULTS OF STUDY

Here are five cases of cultural studies did for comparing European and Asian countries in our study as below:

Hofstede's Cultural Dimensions: Geert Hofstede's seminal work on cultural dimensions compared cultural values across different countries, including European and Asian nations. His study, first published in 1980 and subsequently updated, identified dimensions such as power distance, individualism vs. collectivism, masculinity vs. femininity, uncertainty avoidance, and long-term orientation. This research provided valuable insights into the cultural differences between countries like Germany and Japan, or the Netherlands and China.

Trompenaars' Cultural Dimensions: Fons Trompenaars' research, particularly outlined in his book "Riding the Waves of Culture" (1993), explored cultural differences in work-related values and behaviors across various nations, including Europe and Asia. His dimensions included universalism vs. particularism, individualism vs. communitarianism, neutral vs. emotional, specific vs. diffuse, and achievement vs. ascription. Trompenaars' work highlighted

distinctions between cultures such as those found in France and South Korea or the UK and India.

Cultural Dimensions of Leadership: Robert J. House's Global Leadership and Organizational Behavior Effectiveness (GLOBE) study, initiated in the early 1990s and continued with various publications, investigated cultural dimensions of leadership across multiple countries, including European and Asian nations. This research identified cultural factors influencing leadership behaviors, such as assertiveness, future orientation, gender egalitarianism, and power distance. The study allowed for comparisons between leadership styles in countries like Sweden and South Korea or the Netherlands and Taiwan.

Cultural Values and Consumer Behavior: Shalom H. Schwartz's Theory of Basic Human Values, developed in the 1990s and elaborated in publications such as "Universals in the Content and Structure of Values: Theoretical Advances and Empirical Tests in 20 Countries" (1992), has been applied to understand cultural differences in consumer behavior between European and Asian countries. Schwartz identified ten basic values, including openness to change, self-transcendence, conservation, and self-enhancement, which vary in importance across cultures. Scholars have examined how these cultural values influence consumer preferences and decision-making in countries like France versus Japan or Germany versus China.

We argued that there are many researchers on how organizational culture has a direct impact on organizational success and employee productivity. For example, job satisfaction is 57 percent dependent on motivation, management style, and cultural diversity, while employee productivity is 75 percent dependent on motivation, management style, organizational culture, and workplace satisfaction.

We tried to more explain about these as below:

Organizational culture is widely recognized as a critical factor influencing various aspects of organizational performance, including employee productivity and overall success. Numerous researchers studied that how different dimensions of organizational culture impact employee attitudes, behaviors, and performance outcomes.

Job Satisfaction: Job satisfaction refers to the extent to which employees feel fulfilled and content with their work. Research has shown that organizational culture significantly influences job satisfaction levels. Factors such as motivation, management style, and cultural diversity play crucial roles in shaping employees' perceptions of their work environment and job satisfaction.

Motivation: A positive organizational culture that fosters employee motivation, engagement, and a sense of purpose contributes to higher levels of job satisfaction. When employees feel motivated and inspired by the organization's mission, values, and goals, they are more likely to experience greater job satisfaction and commitment.

Management Style: Leadership and management practices are key determinants of organizational culture. Effective leadership that promotes transparency, trust, and supportiveness enhances employees' satisfaction with their supervisors and the overall work environment. Conversely, autocratic or micromanagement styles can negatively impact job satisfaction and morale.

Cultural Diversity: Organizations with inclusive and diverse cultures tend to have higher levels of job satisfaction among employees. A culture that values and respects diversity fosters a sense of belonging and inclusivity, leading to greater satisfaction among employees from different backgrounds.

Employee Productivity: Employee productivity refers to the efficiency and effectiveness with which employees perform their tasks and contribute to organizational goals. Organizational culture plays a crucial role in shaping employee productivity by influencing factors such as motivation, management style, workplace satisfaction, and overall organizational climate.

Motivation: Motivated employees are more likely to be productive and perform at their best. A positive organizational culture that promotes employee motivation through recognition, rewards, and opportunities for growth and development enhances productivity levels.

Management Style: Effective leadership practices that provide clear direction, support, and feedback contribute to higher levels of employee productivity. When managers adopt a coaching or participative management style, employees are more engaged, committed, and motivated to excel in their roles.

Organizational Culture: The overarching culture of an organization sets the tone for productivity levels. A culture that values teamwork, collaboration, and innovation fosters an environment conducive to high performance. Conversely, a toxic or dysfunctional culture characterized by negativity, conflict, and distrust can hinder productivity and undermine organizational success.

Workplace Satisfaction: Employee satisfaction with the workplace environment, including factors such as physical workspace, work-life balance, and organizational policies, directly impacts productivity levels. A positive work environment that prioritizes employee well-being and satisfaction fosters higher levels of productivity and performance.

CONCLUSION

Organizational culture refers to the shared values, beliefs, norms, and practices that guide behavior within an organization. It shapes how individuals interact with each other, make decisions, and approach their work. When an organization cultivates a strong and positive culture, it creates an environment conducive to effective teamwork in several ways:

Value of Teamwork: A positive organizational culture places importance on collaboration and recognizes the value of teamwork in achieving common goals. This emphasis on teamwork encourages employees to work together towards shared objectives rather than pursuing individual interests. When teamwork is ingrained in the culture, employees are more likely to collaborate willingly and proactively seek opportunities to support one another.

Open Communication: A key aspect of effective teamwork is open and transparent communication. In a culture that values communication, information flows freely among team members, facilitating collaboration and coordination. Employees feel comfortable expressing their ideas, concerns, and feedback, which fosters a sense of trust and mutual understanding within the team.

Empowerment: A positive organizational culture empowers employees to take ownership of their work and contribute their unique skills and perspectives to team projects. When employees feel empowered, they are more likely to actively participate in team discussions, share their expertise, and take initiative to solve problems collectively. This sense of empowerment strengthens teamwork by ensuring that each team member feels valued and capable of making meaningful contributions. Collaborative Leadership: Leadership plays a crucial role in shaping organizational culture and fostering effective teamwork. Leaders who prioritize collaboration and

teamwork set a positive example for their teams and provide guidance and support to facilitate collaboration. They create an inclusive environment where all team members feel heard, respected, and valued, which strengthens team cohesion and productivity. By nurturing a culture that prioritizes collaboration, open communication, empowerment, and collaborative leadership, organizations can harness the collective potential of their teams. This leads to increased innovation, productivity, and overall success as teams work together cohesively towards shared goals. In essence, organizational culture serves as the underlying framework that enables effective teamwork to thrive, ultimately driving positive outcomes for the organization.

In conclusion, organizational culture and teamwork are intrinsically linked, forming the foundation upon which successful collaborations thrive. A strong and positive organizational culture fosters an environment where teamwork is valued, communication flows freely, and individuals are empowered to contribute their unique skills and perspectives. By nurturing a culture that prioritizes collaboration and mutual respect, organizations can harness the collective potential of their teams, leading to increased innovation, productivity, and overall success.

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