

HAYEK GLOBAL COLLEGE
COURSE TITLE : THE PEOPLE FACTOR

**IMPACT OF NATIONAL AND ORGANIZAIONAL
ON MY WORK AND TEAM**

INTRODUCTION

Culture has been a significant identification of humans and groups of humans for as far as humans have walked the earth. From hunting, gathering, trading, clothing, language, values, personal and group/community characteristics, each human or group of humans can be distinguished based on the cultures they choose to identify with.

Greenberg and Baron, (1997) define culture as “*A cognitive framework consisting of attitudes, values, behavioural norms, and expectations*”

National Culture

National Culture refers to the general attitudes, belief systems, values, and traditions, particular to a nation. On the other hand, corporate culture is the pattern of arrangement, material or behaviour which has been adopted by a society (corporation, group, or team) as the accepted way of solving problems.

Corporate Culture?

Corporate culture refers to the values, beliefs, and behaviors that determine how a company's employees and management interact, perform, and handle business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people that the company hires.

ARGUMENTS

A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, treatment of employees and clients, client

satisfaction, and every other aspect of operations. These are either written down as Codes of Conduct, Standard Operational Principles or just generally known as Organizational “Policies”.

I will like to term these organizational policies, principles, etc as **Organizational Instruments**. By these instruments, our operations are managed and maintained and from the smallest to the greatest task, steps are streamlined in a coherent and cohesive manner, so as to achieve personal, team and general goals.

Where I work, the corporate culture is heavily influenced by the industry in which we operate. Being a transport and logistics company, our policies or principles are focused the customer and serving them in a time-boxed manner. Meeting strict delivery dates and times is the core of our success.

Translated into our company culture, the national culture of resilient service has heavily influenced our operations and even relationships within the company. It has influenced a positive corporate culture, and this encompasses many key. It has fostered not just our mission statement, but enabled top administration to draw a clear corporate vision, which is a direct picture of the company’s desired future. It has also gone beyond to help us communicate this vision through what I will in this paper call “**Artifacts**”.

These artifacts are simply vehicles through which both national and organizational cultures are communicated. They include notices, memos, announcements, press releases, adverts, administrative decisions and administrative orders. In a clearly identifiable and easy to read manner, these artifacts have enabled the top management to use simple and effective ways to communicate visions, missions, game-plans with the whole team and also enabled appropriate understanding and implementation of these visions.

The positive corporate culture has been supported by corporate values that are consistent with the purpose of the company and aligned with the personal values of organizational members. As clearly identified by Qubein, (1999) in Kwasi (2011), organizations with positive corporate culture highly value employees at all levels of the organization [and correctly] they are often referred to as “associates” or “team members”, and there is

extensive employee interaction both within and across functional departments, as opined by Clemente and Greenspan, (1999) in Kwasi (2011).

Importance of Corporate Culture

Ultimately, a carefully considered, even innovative, corporate culture can elevate companies above their competitors and support long-lasting success and here are some benefits of positive company culture which I have been able to identify within our organization.

- It provides for a positive workplace environment
- Creates an engaged, enthusiastic, and motivated workforce
- Attracts high-value employees
- Reduces turnover
- Drives and improves performance quality and productivity
- Results in favorable business results
- Underpins a company's longevity
- Strengthens return on investment (ROI)
- Provides an implacable competitive advantage
- Creates clarity for employees to understand the goals of their positions, departments, and a company overall
- Contributes to the diversification of the workforce
- Also gives place for innovation and creative adaptability.

The core of our operations is handled by drivers, as they are delivering our transportation services in the field. Their day-to-day activities have been streamlined in a code that helps them perform better, deliver customer satisfaction and improve the company's image.

In my research, I identified about four types of organisational cultures that are visible in our company and have helped shape the company, its teams and our operations. These include:-

Types of Corporate Culture

Clan Culture

This is all about teamwork and collaboration. In such a culture, those in management function as enthusiastic mentors who provide guidance to subordinates. Good horizontal relationships, encouragement, trust, and participation are key aspects. Within clan culture, people can easily adapt to change and implement needed action quickly.

Adhocracy Culture

Adhocracy culture creates an entrepreneurial workplace in which executives and employees function as innovators and risk-takers. In this flexible environment, agile thinking is nurtured. Employees are encouraged to pursue their aspirational ideas and take action to achieve results that can advance company goals. New and unconventional products and services are the main outcome of the adhocracy culture.

Market Culture

Market culture is focused on meeting specific targets and bottom line goals. This culture creates a working environment that's competitive and demanding. Management is most interested in business results. Employees are encouraged to work hard and "get the job done" to enhance a company's market presence, profits, and stock price. While employees may feel stressed in such a workplace, they can also feel enthusiastic and excited about their work.

Hierarchy Culture

A hierarchy culture is a traditional corporate culture that functions according to a company's executive, management, and staff organizational structure. That is, it follows the chain of command from top down, where executives oversee employees and their work efforts to meet specific goals. The hierarchy culture prizes stability and conventional methods of operation, can be seen as more strict and rigid than some other cultures but helps employees clearly understand their roles and objectives and respect (not fear) the ones above them. They may also feel a sense of security because of the more conservative approach to running a company.

CONCLUSION

Corporate culture has become a vital, even essential, ingredient in the ongoing success of a business. It represents the “Life-flow” of the company and can be seen through the vision, goals, values, principles, policies, practices, people, narrative/place, teamwork, innovation and lastly through the leadership of the organization. Of course it can also be seen as the consistent behavior expected from all employees, from top to bottom.

Not only is corporate culture an important key to attracting and retaining employees. It can also support high-quality employee performance, ongoing achievement, and the longevity of a company.

Key Takeaways

- Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management should interact and perform.
- It can affect employee hiring and retention, performance and productivity, business results, and company longevity.
- Corporate culture is influenced by national cultures and traditions, economic trends, international trade, company size, and products.
- Corporate culture represents the core values of a company's ideology and practice.
- The four types of corporate culture are clan culture, adhocracy culture, market culture, and hierarchy culture.

REFERENCES

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