

THE IMPACT OF BELIEFS, THOUGHTS, AND VALUES OF EMPLOYEES: A REVIEW OF ORGANIZATIONAL CULTURE

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ABSTRACT

This research is to discuss the perspective of the organizational culture, cultural values and its practices towards organizational performance in general and specific to its impact on employees. This research is thoroughly focused on organizational culture, beliefs, values and various explanations regarding the above topic that are highlighted. The individuals and groups may mutually have effect on these organizational behaviors. The organization may contrast totally or partially in their culture or sub-culture from each other's and may show diverse, contradictory. ["Unique culture", culture drivers and diverse characteristics explored by Schein, E.H. (1995).] If one can describe what organizational culture is, it gives a grip as to how to identify problems and even to plan and develop healthier cultures. The review concludes that the organizational culture is supposed to be a combined behavior of the employees towards their mutual objectives.

Key words: culture, beliefs, values, organization, employees

Introduction

This study discovers the experiences and difficulties of values that employees and organizations are facing nowadays due to big

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transformation and enlarged globalization. In recent years a remarkable change has emerged in the belief and value system in organizations. the modern study has explored that the different scope of values has appeared and national values system remain rooted in belief, while employees values disclose changes that denote a modern organizational system. Organizations that are responsive to the changes appear to achieve greater satisfaction. Although it may be suggested that the managers should assess the values and beliefs of their employees to play more dedicated role in the development of organization by making good culture to face the modern challenges. Organizational cultural is very much important and it has the great impact on organizational performance and employees' performance but it is still a debatable matter that culture can be developed according to the organizational requirement? It is so complex to indicate the situational relationships and to judge the authentic set of values to use as the accepted trademark across entire organizations of the world.

This review study focuses that there is a great influence of organizational culture on the assumptions, values, and beliefs on the individuals' considerations, actions and performances and so is vice versa, through learning, and training process. The phenomenon of organization itself is to be treated as "culture" and that refers to the deep structure of an organization which is rooted in the assumptions held by its members in order to understand the assumptions expressed Siew Huat Kong, (2003). However the researchers believe that the values of employees and organizations are important, but the permanent training of all employees is necessary where they are posted to perform better in the organization. A collective organizational culture aids to unite employees of diverse cultures. Most of the employees in the organization hold dissimilar backgrounds, beliefs, traditions and have their own cultures. Having a mixed culture in the organization provides them wisdom of unity; understanding each other, supporting better communication and minimizing conflict. In addition a collective organizational culture encourages equality by declaring no employee is ignored at the

organization and everyone is treated equally. Don Hellriegel, John W. Slocum, jr. (2007) expressed "The culture is known as collection of unspoken rules beliefs and traditions that employees practice daily in the organization and it has impact to maintain quality of work". We define organizational culture as the set of shared beliefs, truths, assumptions, and values that operate in organizations. Stephen P, et al, (2009) expressed "The Organizational culture can help to assess whether an individual's values match the organizations and help the individuals to categorize their characteristics in terms of importance, which indicates what a person values". To develop healthier culture one has to understand organizational culture and what it extend grip to identify the issues. The behaviors are the product of incentives and have been formed by essential ways of beliefs and values that help to create a code of culture and that explains what employees feel, think and believe. Organizational culture is bound to keep employees sincere and devoted to the running of the organization. If the employees are committed and recognize the values, assumptions and beliefs as a part of their organization's culture, they can strongly contribute individually and collectively to the achievement of objectives. "Culture is a property of a group when a group has enough common experience, a culture begins to form. One finds culture at the level of small teams, families, and work groups. Culture also emerges at the level of departments, functional groups, and other organizational units" stated Edgar H. Schein, (1999-2009). The employees feel a greater sense of achievement for being a part of an organization if they attain and work hard without having to be forced. Sound competition between the employees is one of the outcomes of a collective organizational culture.

The employees struggle more to give their best performance to achieve recognition and credit from their senior employees this recognition will enhance the worth of their effort, which helps the organization flourish and contribute to the organizational culture. Each employee knows about his role and duty and how to achieve the tasks earlier. The values and beliefs of an organization give benefit to its position by which it becomes identified and appreciated. "Every

organization has its own different cultures in some organizations employees care more about their financial concerns and in some employees care about improvement, welfare and their protection.” said Don Hellriegel, John W. Slocum, jr.(2007). Organization’s culture describes its uniqueness and the way it is doing task that is observed by the organization as well as its employees and it is secured by its culture.

Following are considered as the types of organizational culture:

- **Power culture** – This organizational culture is based on one or few individuals, they make decisions in the organization.
- **Role culture** – Role culture exists in big organizations where individuals have to work according to their job description and they follow the rules.
- **Task culture**-This culture exists when teams are made to complete specific tasks and authorized to make decisions.
- **Person culture** –In an organization when individuals are free to make decisions for their work like an overseas sales person does.

Fisher, R. et al, (2005) have expressed, “culture influences work attitudes and behavior indirectly through organizational practices and culture has effects on work behavior initiated by the organization.”Shaista E. Khilji (2003) stated, “The organizations are also influenced by national culture, this logic is based on the idea that the socialization process is very much influenced by various associations of society such as family, education, political and economic system.”

BELIEFS, VALUES AND ASSUMPTIONS IN THE ORGANIZATION

Beliefs

Beliefs show clear by that workers are about what they value and believe in, and more effective they will be in the organization. Beliefs are the assumptions that a worker creates himself and others in the organization where they live or work, and about how he assumes things to be. Beliefs are about how a person thinks and perceives things as they are, what he thinks, is correct, and then supposes a level that will show from his behavior.

Values

Values at large determine behavior, but they are not directly visible as behaviors are. There may be a variance between detailed and working values. The employees divert their behavior to specified values and it shows how an employee acquires things exclusively in relations of honesty, reliability and sincerity. Values are rules for the behavior of employees and they have the beliefs about how the things should be and that the beliefs are mostly spoken by culture, religion, peer group, and society.

Assumptions

Assumptions are defined as the part of the culture that is “unaware, taken for granted, beliefs, perceptions, thoughts, and feelings” Schein E. H. (1999). Assumptions are acquired as, unconscious reactions and view of the employees who are almost unknown to the nature of their assumptions; they are endorsed through their behavior what they want. Basic assumptions are fixed in start as initial family life and social milieu, and it is true that assumptions are creating behavior of the organization. Always employees consider their own values, codes and assumptions, to remain aware, to check, and to continue to grip them is also a challenging task.

Positive Beliefs and Attitudes

Employees perceive what they believe; and those experiences appeal them that existing belief system change their opinions to improve the work and increase attention. Changes in the beliefs delay the positive progress that is not helpful. What employees create through their thoughts is a belief system and finally that defines success. Attitudes are the recognized means of replying to people and circumstances that they have learned based on the beliefs, values and assumptions that they hold. Attitudes become clear through the behavior of employees in the organizational culture, and the theories, basic assumptions in use are parallel and both concepts are learned and shared by the members of organization. Employees trust regularly on these theories and assumptions that become the routine (as taken-for-granted) and they rely on theories of assumptions to avoid helplessness, threat, difficulty, and failure. Culture is a reliable, apparent form of behavior in organizations. Organizational Culture merely is the behavioral output it is strongly shaped by incentives. The best interpreter of what people will do is what they are to do and by incentives means financial incentives and other rewards such as status, recognition, and development to the employees in the organization that are the focus. "Organizational culture defines a mutually shared portrayal of an organization from within." The definition of culture is beyond patterns of behavior into the realm of jointly-held beliefs and interpretations about "what is." It says that an essential purpose of culture is to help familiarize its members to "reality" in ways that provide a basis for alignment of purpose and shared action. Shaista E. Khilji (2003) stated, "The literature contains sufficient definitions of culture, in the narrowest sense; the term is used to denote 'a set of historically evolved, learned and shared values, attitudes and meanings.'" Organizational development, specially addresses issues that are relevant to the business organizations as well as sources from other disciplines, the collected informations denotes the impact on the organizational culture and values. It has increased the performance of organizations and suggests the ways through which organizations can change its

environment. Organizational culture offers the view of (what is) and (why is) and objectives with which employees are bound to focus values, rituals, symbols and languages so as to know culture that hold the goals.

The prevailing rules uphold the existence of organization and show the idea to recognize cultures when sizeable changes occur. Clayton M. Christensen (2006). Expressed that the "Organizational culture surprises the members of the organization to think, feel and act within the structure. Culture outlines the basis of group characteristics and shared thought, belief, and emotion". In addition organizational values also resist the change, and may have effects on employees' obligation to organization. There are some justifications against the view that culture is somehow solid and fixed but other view that is more acceptable that, it is numerous, changing, and vibrant. John W. Newstrom et al (1993) said that the "Organization culture consists of assumptions, beliefs, values, and norms that are shared among its members, and culture may be consciously created by its members, or it may have simply evolved across the time". Organizational culture is transformed and overlaps with other cultures of the other societies and it creates challenges for organizations to maintain its own culture through their managers to balance. The culture of organization should always be developing; this viewpoint provide the kind of all-purpose, discrete understanding of organizational culture that is required by leaders in order to understand their organizations and to have any hope of changing them for the better. Culture has been defined in a number of ways, in short, one cannot contradict the importance a culture does have i.e. in an organization; it is culture that starts the success etc. Organizational culture is the soul and immune system of an organization which really connects its people with outside world. Organizational culture is nucleus that helps to separate a good organization from comprehensive organization; any organizational culture is the behavioral collection of a specific group of people and its results. Culture does not reason behavior it is an unclear explanation of the behavior itself which is caused by emergency of support in past and present. The best way to

understand culture is to make a purposeful investigation of the behavior. In order to change culture, the backgrounds and consequences of the identified behaviors that are making basis of the culture to be changed. This is so important to understand organizations, to concentrate on issues connected to the culture and have to focus on the fundamentals of organization to maintain its performance.

CONCLUSION

Organizations are like an iceberg they are more than what apparently they view on the surface and policies, services, and rewards. Cultural values, which represent collective beliefs, assumptions, and feelings about what things are good, normal, rational, and valuable. Culture matters because it is a powerful, unspoken, and often unconscious set of forces that determine bothIndividual and collective behavior, ways of perceiving, thought patterns, and values.” Edgar H. Schein (1999-2009). Organizations build up their own culture through tradition, history and structure. These values and assumptions can often be accepted without question by long-serving members of an organization. One of the first things a new employee learns is how some of the organization’s leader, worked long hours and fulfilled formal educational qualifications and training. The values and assumptions are the essential tools in every organization and are used as guidance for employees to do things with dignity, value and ability and focus to solve the organizational problems and positive change. Through this review study, it is concluded that there is great impact of organizational culture on the beliefs, values and assumptions on the individuals’ thoughts, acts and performances and so is vice versa, through learning, and training process. Therefore, in recently developed literature, there is great focus on these above points amongst the social scientists and scholars in their discussion which is evident in the above study.

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