Research Paper: DEVELOPING CORPORATE CULTURE

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Introduction

An organization is a network where workers interact to serve for a common goal. It is

essential for the workers to act in close coordination, produce at their best level and

accomplishes goals within the required periods for the seamless running of the firm. Each

company has specific values and adheres to some guidelines and policies, which

distinguishes it from its rivals. The belief and principles of a firm create its culture. The

culture of the firm is the collective trait of people who are working in the firm and the

meanings that the individuals bestow on their actions. Culture involves the company's beliefs,

symbols, systems, working languages, norms, visions, values, and habits. In addition, it

influences the manner in which groups and people associate with one another, with

stakeholders, and with customers. It is pertinent for the workers to adapt well to the corporate

culture to appreciate their work. In the past, I have worked with British Airways, which is a

global airline. The company has a strong corporate culture, which has enabled it to acquire

widespread recognition. The company ensures cultural fit when it is hiring its employees.

During the interview, it ensures that the interviewees' attitudes are identical with the core

values of the company. The company's culture is based on critical values, which serves as a

foundation of business strategies, brand, and culture. Some of the core values of British

Airways include being humble, being determined and passionate, creating an honest and open

relationship with communication, pursuing learning and growth, and driving and embracing change (Tckhakaia, Cabras and Rodrigues 2015, p.12).

1. Two models of organization culture

The Model of Competing Values

The Competing Values Model by Robert Quinn is highly useful in explaining how organization culture can help in achieving an organization's objectives and goals. Precisely, it is founded on four diverse models of management that creates the foundation of the effectiveness of a firm (Quinn et al. 2014, p.10). The models are positioned in opposition to one another although everyone is crucial in a well-running company. The model highlight the complicated system of organizational culture under the flexible/stable structure and external/internal focus (Lee, Raschke and Louis 2016, p.5442-3). Both dimensions establish four quadrants signifying four kinds of values that contribute to the achievement of company's objectives according to the internal integration and the external environment.

The human relations framework, which is found in the upper left quadrant, includes internal control and flexibility. The focus is positioned on the concept of morals and cohesion. The members include a familiar clan and social system, and they are unified by the expansion of a feeling of belonging and affiliation to the firm (Quinn et al. 2014, p.12).

The open system model is found on the upper right quadrant, which features external focus and flexibility. The adaptive adhocracy focuses on external support, development, adaptation, creativity, innovation, and external resources acquisition. Challenge and inspiration unify the participants. The rational targets model is in the lower right quadrant, and it features external focus and predictability (Lee, Raschke and Louis 2016, p.5442-3). The firms concentrate on accomplishing the goals, efficiency, precise objectives, productivity, and competitiveness. The members are unified by the orientation towards attaining goals and competition (Mills 2017, p.37).

Finally, the internal process model features internal focus and predictability. Its prominence is placed on control, continuity, centralization, routine, stability, documentation, and information management (Cameron, Quinn, DeGraff and Thakor 2014, p.39).

Various features that a firm can select and utilize to run efficiently characterize every quadrant. The quadrants are the foundation assumptions, elements, values, beliefs, and assumptions that establish the culture. No quadrant – Competition (market), Control (hierarchy), Creativity (adhocracy) and Collaboration (clan) is fundamentally superior to the other since no culture is intrinsically superior to the other (Quinn et al. 2014, p.15). However, some cultures are more necessary in various contexts than others are.

Handy's Model of Organizational Culture

Charles Handy's model of organizational culture presents four kinds of culture, which the firm follows which includes person, power, task, and role. In a firm with a power culture, a number of persons whose control is extended across the firm possess power. There are minimal regulations and rules in a power culture. Only a few individuals participate in decision making (do Carmo Silva and Gomes 2015, p.11). The workforce is normally judged based on their achievement instead of their actions or behaviors. As a result, it facilitates faster decision-making although such decisions may not reflect the interests of the firm in the future.

Role culture is a kind of culture, which is found in rules. They are largely controlled with each person in the firm understanding what their responsibilities and roles are (Janićijević 2013, p.37). Power in this dimension is affected by the position of an individual in the structure of the firm. Such cultures are created on overall organizational structure, which is normally tall with an extended command chain (Glisson 2015, p.246). Consequently, the process of decision-making is quite slow and the firm is less likely to engage in risk-taking hence bureaucratic.

Task culture is a kind of culture where groups in a firm are created to deal with explicit progress projects and problems (Janićijević 2013, p.36). The responsibility is the essential thing, hence the power within the group will typically change based on the problem status or team members mix. The success of task culture is dependent on the team dynamic. With the appropriate combination of leadership, personalities, and skills, operating in teams can be incredibly creative and productive (Glisson 2015, p.245).

In firms with person cultures, persons view themselves as unique and better for the firm. The firm survives for persons to work. A company with a person culture is undoubtedly a collection of persons who accidentally operate in the same organization.

Culture affects most element of the life of an organization, and so it assists to accomplish its objectives. Handling all workers equally will establish a very strong surrounding for work. A healthy environment implies that coordination and harmony at work, the top level of consistency and communication in attaining the targets of the company (Janićijević 2013, p.39). As a result, this is what a firm would ideally desire from its workforce. Consequently, an essential topic is also associated to the accomplishment of the organizational culture. Additionally, it is the difference between national culture and organizational culture.

2. The difference between the national culture and your chosen organizational culture

The national culture refers to profoundly apprehended values such as irrational vs. rational, dangerous v. safe, abnormal v. normal, and evil v. good. Moreover, national cultural ethics are acquired early, apprehended intensely and transform gradually over different generations as observed across centuries (Cameron and Quinn 2011, p.76). Theorists such as Fons Trompenaars and Geert Hofstede have explained various measurements that can be utilized to assess the disparities in national cultures. The idea is that these disparities between cultures may influence how to efficiently guide expatriates and control foreign stakeholders.

Moreover, such differences may generate managerial problems for organizations hiring persons from other cultural backgrounds. According to Hofstede, the disparities between various national cultures mostly exist in the deeply entrenched virtues of a particular culture. Such cultural values can determine the way people anticipate organizations to operate, and the way relationships between followers and leaders should function (Hofstede 2017, p.13). Primarily, these expectations are stabilized between the employee and the employer.

However, the cultural distance contributes to huge differences that can be a source of the problem for the daily running of the global companies (Chanlat, Davel and Dupuis, eds. 2013, p.34). Fortunately, when hiring persons from diverse cultural settings, firms may take advantage of reaping a unified firm culture (Lange, Geppert, Saka-Helmhout and Becker-Ritterspach 2015, p.390). For this reason, Hofstede noted that the critical difference between organizational and national culture is that the variations between national cultures are fundamentally found in the beliefs of the various cultures, whereas disparities between corporate cultures are mostly found in the practices of multiple firms (Hofstede 2017, p.13). In this regard, the organizational culture of a multinational organization can identical in different countries, but the deeply entrenched values of various persons from various cultures possibly still exist.

On the other hand, organizational culture involves the broad course of action, entrenched in practices of the firm acquired on the job. Professionals confirm that transforming organizational culture is challenging and requires a lot of time. In case various organizations merge, the underlying individual values of workers affect their perceptions towards corporate culture (Mazanec, Crotts, Gursoy and Lu 2015, p.15). Individuals can comprehend how to adjust to priorities and processes. Additionally, an individual can be convinced to adhere to the ideal behaviors of managers in a firm. Nevertheless, if such leadership characters and priorities are in contradiction with the deeply rooted national

culture of workers, organizational value practices and processes will be undermined. In this regard, what is suitable in a particular domestic setting is offensive in a new location (Ordoñez de Pablos and Tennyson eds. 2016, p.10). Similarly, what is coherent in a national background may be incoherent in another setting.

3.   Analyze the Corporate cultural profile in an organization

British Airways (BA) is running a highly successful role culture and bureaucratic structure. At the firm, the organizational culture is to routinely function towards establishing a comprehensive culture that respects and understand the personal differences of every worker (Mills 2017, p.37). British Airways attempts to provide a service, which responds and reflects the diversity of needs among customers with an intention to integrate and drive diversity into various elements of the service in order to retain its competitiveness (Tckhakaia, Cabras and Rodrigues 2015, p.12). As an organization that has international operations, British Airways requires to keep and attract talented persons to imitate the diversity of customer base. Hiring a mix of persons from different backgrounds contribute to potential new concepts and creativity (Lange, Geppert, Saka-Helmhout and Becker-Ritterspach 2015, p.397).

The business strategy of British Airways is propelled via diversity champions on behalf of departments across the employee and airline groups, which hold regular meetings to converse matters related to ethnicity, sexual orientation, flexible working, disability, and religion (Grundy and Moxon 2013, p.60). Diversity matters are disseminated to workers through organization intranet site, firm newspaper, diversity workforce networks, diversity forums and monthly newsletters. The corporate culture explains all the beliefs, attitudes, practices, and rules of business and strengthens the interactions between customers and staff (Benn, Edwards and Williams 2014, p.34). Organizational climate explains the perceptions and morale of the firm and is rather subjective.

In the recent past, British Airways has not provided a harmonious climate between the management and the staff. Subsequently, the firm has experienced several unrests leading to staff walkout, which has contributed to massive losses (Karami 2017, p.46). The conflicts have been the most significant hindrance to the progress of the firm to accomplish its objectives. The most crucial factor in the achievement of corporate objectives is the workforce. When the employees are not satisfied, they become a major threat of frustrating the growth of the firm. Organizational climate is founded on the members' perceptions towards firms (Tckhakaia, Cabras and Rodrigues 2015, p.13). Therefore, it is evident that the current executives at British Airways are unable to solve the grievances of its employees. The workers have been dissatisfied for an extended period hence they are hampering the organizational goals.

British Airways is dedicated to accomplishing highly proficient goals via their various future pledges. The coworkers at British Airways involve themselves to ensure the company attains an exceptional level of performance by concentrating on delivering reliable customer services (Karami 2017, p.47). In addition, the workforce initiates and sustain world-class collaborations with a wide range of stakeholders in both the external and internal environment aiming to develop a performance-based value (Benn, Edwards and Williams 2014, p.36). British Airways is also devoted to an Operational efficiency by propelling long-term and short-term improvements.

The efforts are under the guidance of Leadership team, which includes and involves works in the daily operation of the company although the recent climate may not enable these commitments to be realized (Lange, Geppert, Saka-Helmhout and Becker-Ritterspach 2015, p.393). Even though recent advancements between management and union is demonstrating some optimistic signs, which is a pointer of encouraging conditions in the future of British Airways. The company has a wide range of departments. At some point, the various

departments function with independence person and structure culture. In this regard, the structure is designed in accordance with persons who are responsible for their responsibilities (Karami 2017, p.46). For instance, the department of cleaning operates on terminals. Even though the department has supervisors and managers, the majority of the employees understand their responsibilities and comprehends exactly how to execute them. They barely require the information of daily work, as they are familiar with it (Benn, Edwards and Williams 2014, p.39). Between the members of staff, influence and power culture are distributed with robust personal values. Besides, his is also a very successful corporate culture

4. The Impact of an Organization's corporate culture in achieving its objectives

The corporate culture integrates the areas of various possible misunderstanding such as negotiations, management, and communications. Furthermore, cultural shock, buyer behaviors, and significance of initiating cohesive culture in combined firms are some of the various issues, which precisely affect the attainment of corporate objectives (Lange, Geppert, Saka-Helmhout and Becker-Ritterspach 2015, p.392). Scholars have suggested that in the modern business environment focus has changed from the impacts of the firm on work of persons' traits to the way behavior is affected by the corporate culture (Grundy and Moxon 2013, p.56). Widespread appreciations characterize the contemporary world that fundamental change is not fair.

Moreover, structure change in the organization also requires transforming its culture. The effects of corporate culture are varied and numerous based on whether an organization has a weak culture or a robust culture, but some generalizations apply. In most cases, positive impacts will take place after the organization launches a determined effort to create a healthy corporate culture at the sites of work (Benn, Edwards and Williams 2014, p.41). Most of the employees are spending a lot of time in the workplaces to in accordance with the company or

job. Studies have confirmed that happy employees increase the level of productivity, which is one of the effects of corporate culture. In this regard, the employees desire to enjoy their job. Therefore, they need to be interested in the occurrences in the course of their job span. Being involved in meaningful activities will enable the employee to enjoy his/her efforts, which assist in transforming the entire experience for enhanced work (Tckhakaia, Cabras and Rodrigues 2015, p.15).

In so doing, it would help the employees become more productive. The impacts of corporate culture must assist in establishing a better working environment for the employees (Mills 2017, p.40). A reliable firm should be concentrating on the setting it develops for its employees because it will inspire a more productive and efficient business. Paying close attention to founding and maintaining the organizational culture demonstrates to the workforce that they are considered as an integral part of the firm (Benn, Edwards and Williams 2014, p.40).

There are five main motives for desiring to establish a positive and appropriate corporate culture for an organization (Helms Mills and Mills 2017, p.13). Robust organizational culture is a major milestone because it assists to entice the superior talents in the industry. It will also help to retain the talented personnel within the firm hence reducing the workers' turnover. Moreover, it develops momentum and energy (Burns and Cowlishaw 2014, p.9). Furthermore, a prosperous and strong organizational culture must change the view of the employees towards their responsibilities. It will also assist to achieve personal growth where each employee becomes successful and efficient. Finally, robust corporate culture can raise success, and its significance should not be reduced (Grundy and Moxon 2013, p.56).

5.1   Evaluation of the existing climate of an organization

British Airways is a renowned firm because of its distinct organizational culture. The firm offers outstanding chances to its employees comprising many packages and benefits to

enjoy (Helms Mills and Mills 2017, p.16). However, the workforce unrest witnessed in the past has hampered the company from realizing its goals. The new management led by the chief executive had introduced new measures, which were not popular with the workers. For instance, the executive scrapped the travel benefits and failed to provide any increment for almost two years. The actions led to serious discontent among the staff where thousands participated in walkout for twenty-two days, which contributed to a loss of 150 million pounds to the firm (Grundy and Moxon 2013, p.57).

Fortunately, there are some encouraging developments. The company's cabin team resolved to end the strife, which signifies better days in the future. The deal also included the reinstatement of travel benefits for the workforce (Karami 2017, p.49). The cabin crew also signed on a peace deal, which is a milestone in achieving best performance. British Airways is expecting the best outcome after holding positive talks with its workers in ending the industrial dispute (Tckhakaia, Cabras and Rodrigues 2015, p.17).

5.2 Recommend ways to improve the corporate climate in an organization

Various factors are incorporated in the organizational climate. Some of the main elements include effectiveness and efficiency, management practice, team commitment, clarity, rewards, standards, responsibility, and flexibility. In this respect, these factors affect workforce climate (Karami 2017, p.47). Therefore, British Airways should change the organizational climate to adjust to the contemporary changes in the current business. Moreover, the organization should comprehend the kind of climate that is desired. Similarly, it must understand the various ways to attain effective communication, continual and rational review, and management styles (Grundy and Moxon 2013, p.57).

Meanwhile, a strong organizational climate should include the integration of the personal goals and organizational goals. The company should utilize a corporate structure, which is founded on a socio-technical system (Burns and Cowlishaw 2014, p.5). The

company should promote the idea of mutual trust, which helps to support the staff at various stages of the organization. Moreover, it should facilitate an open discussion between various stakeholders to avoid conflicts and confrontations. The managerial styles and leadership behaviors should be suitable to the specific work circumstances (Helms Mills and Mills 2017, p.27). The management should also appreciate the psychological contract between the firm and individuals, which assist in the improvement of the work climate.

6. Propose a framework of organizational values that meet the specific strategic and operational needs

It is turning out to be vital to increasing numbers of firms to allow the individuals to experience a feeling of purpose in the workplace. The framework that supports and promotes strong organizational values in strategic HRM progression, recruitment, and strategies should be implemented (Burns and Cowlishaw 2014, p.7). The framework should help the firm to achieve corporate values. Besides, the framework would enable the firm to acquire a competitive advantage and optimize the performance of the workforce in service. More importantly, it would oversee the implementation of benefits for employees such as rewarding, performance appraisal, development and training, and employee benefits (Lewis-Pryde and Evans 2016, p.2). Finally, the framework would handle a new problem, issue, or task based on real values.

7.1 Identify external and internal stakeholders

Internal stakeholders refer to persons who are already contracted to serving the firm. On the other hand, external stakeholders apply to persons who are affected by the operations of the company (Helms Mills and Mills 2017, p.25). For British Airways, the internal stakeholders include board members, donors, former volunteers, volunteers, staff members, former staff members, and former members of the board. Internal stakeholders are described as entities that are engaged in daily operations of the airlines. On the other hand, external

stakeholders include customers, airport authority, government agencies, community partners, and persons who worked in the firm who are not utilizing its services (Tckhakaia, Cabras and Rodrigues 2015, p.16).

7.2 Effectiveness of organization existing communication strategies

British Airways requires an effective communication for the growth of its business. It enables the management of the firm to engage in fundamental functions such as controlling, motivating, organizing, and planning (Lange, Geppert, Saka-Helmhout and Becker-Ritterspach 2015, p.395). The existing communication strategies of the company ensure effectiveness because of the organization emphasis on listening, preparation and speaking. The social networking strategy applied by the firm is quite effective in communication (Lewis-Pryde and Evans 2016, p.1). The company stresses the importance of interacting with its customers and employees to help understand roles more clearly and avoid confusion. Furthermore, employees are trained to make adequate preparations in the process of communication (Burns and Cowlishaw 2014, p.9). The strategy leads to professionalism, productivity, and respect from others.

7.3 Develop new communication strategies for stakeholders of an organization that address differences in belief, values, customs, and language

Effective communication forms an essential part of a firm. By communicating decisively and concentrating on relationships and results, the firm can take advantage of effective communication strategies to produce reliable results with different audiences (Helms Mills and Mills 2017, p.23). The new communication strategy would promote openness, inclusiveness, two-way interaction, and result-driven. An open communication strategy would also help persons in the firm to have a sense of freedom to share ideas, feedback, and criticism at all levels. The managers who are dedicated to open communication create a culture of trust, which can be the basis for success.

Moreover, the inclusive communication approach would encourage clear steps that guarantee that all workers feel they are engaged in decisions that influence their daily operations (Lewis-Pryde and Evans 2016, p.5). Workers engagement is essential because it would promote the success of the firm and workforce satisfaction. Moreover, two-way communication between the management and employees would lead to improvement of values. Furthermore, the inclusiveness culture leads to better results for the company (Grundy and Moxon 2013, p.55). Similarly, results-driven communication is motivated to attaining measurable outcomes. The firm requires deliberating about the needs of the employees, which enable them to complete their responsibilities effectively. Result-driven conversation facilitates customer interaction and helps employees work as the company's ambassadors in other areas (Burns and Cowlishaw 2014, p.9).

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